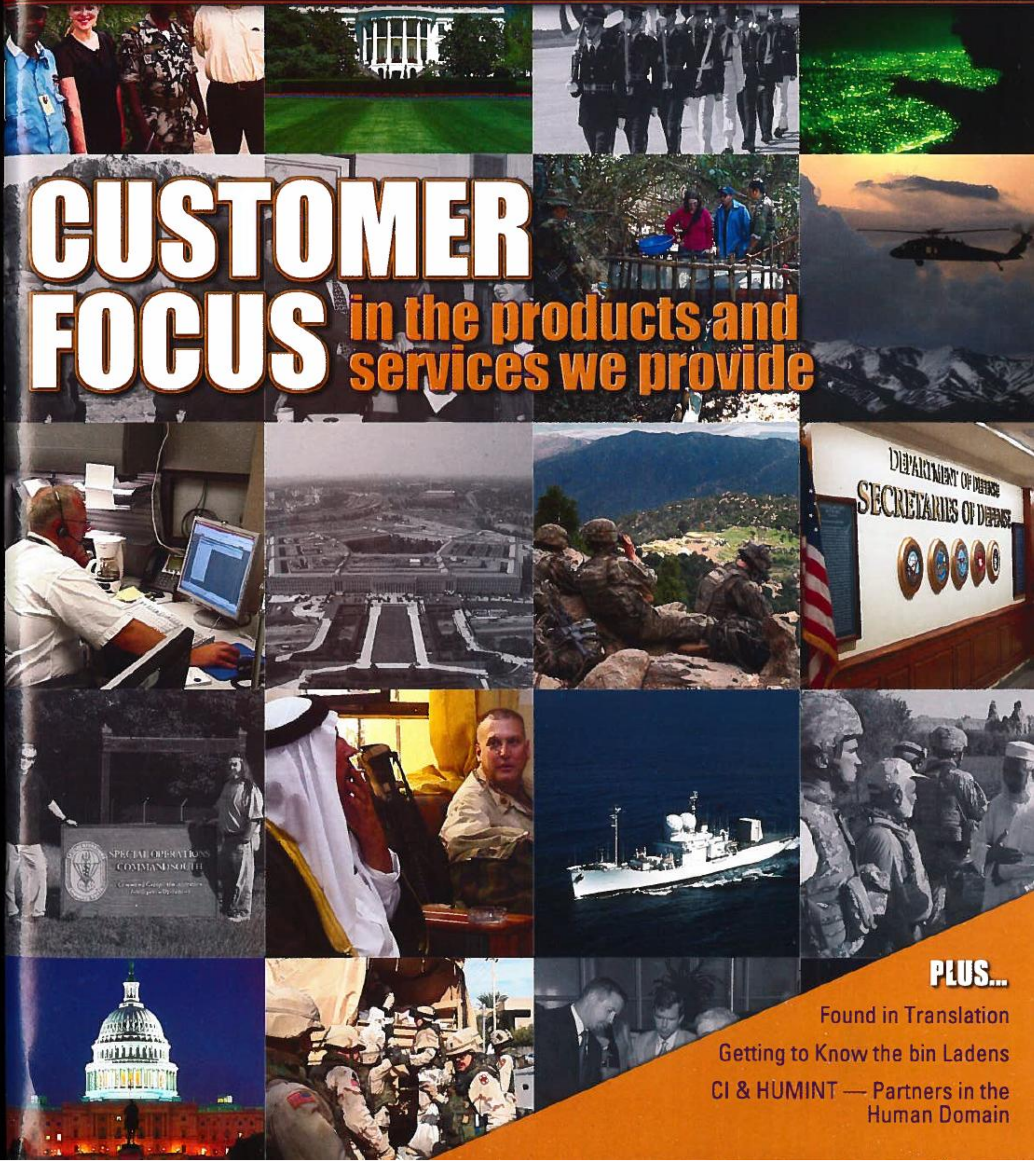
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

NOVEMBER/DECEMBER 2008

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION


DEPARTMENT OF DEFENSE
SECRETARIES OF DEFENSE
SPECIAL OPERATIONS COMMAND SOUTH

CUSTOMER FOCUS in the products and services we provide

PLUS...

Found in Translation

Getting to Know the bin Ladens

CI & HUMINT — Partners in the Human Domain

Contents

november/december 2008

8

SER CC001

.:HEADLINES

2. DIA at the Helm of Training IC Analysts *By Dr. Robert E. Morris, HC*

3. Getting to Know the bin Ladens *By CDR Youssef Aboul-Enein, DI*

5. 'Cultural Corridor' Brings Pieces of the World to DIA *By Dr. Judith Bellafaire, DA*

7. Attaché Spouses Are Set for Success *By Edith E. Alexander, HC*

8. Item Unique Identification and You *By John Vande Sand, DA*

10. Making Teamwork Work: Balancing Agency Needs with Your Day-to-Day Job *By Adrian "Zeke" Wolfberg, CS*

12. Post of the Month: U.S. Defense Attaché Office Cairo *By the Directorate for Human Intelligence, DH*

14. Understanding the Varieties of a Language *By Thomas J. Haines, HC*

16. History Lessons: Analysts Learn from America's Bloodiest Conflict *By the DIA American Civil War Roundtable*

.:SUPPORTING our customers

19. CI & HUMINT — Partners in the Human Domain *By the Defense Counterintelligence and Human Intelligence Center, DX*

23. Students Exercise their Crisis Planning Skills *By Chris G. Marshall and Kris A. Young, MC*

24. DS Provides High-Speed Connectivity to the Tip of the Spear *By LTC Philip Kwong, DS*

26. The Customer is Always Right *By Kristin L. Alexander, NMEC*

27. Improving Acquisition Services *By the Acquisition Executive Business Process Reengineering Team, AE*

16

36

5

Environment

This month's issue is all about supporting our customers. In place of the traditional Executive Vision interview, the Communiqué staff is showcasing the variety of ways DIA supports its diverse customers by including short descriptions from CP, DI, DJ, DS and IE about their customer service. These responses are sprinkled throughout the theme section.

In addition, we have a feature article that introduces the new Defense Counterintelligence and HUMINT Center (DCHC), which is taking defense counterintelligence and human intelligence to a new level to ensure outstanding support to their customers.

— The Editor

30. Found in Translation *By Sachiko I. Takahashi, DS*

32. NMEC Strives for 'Legendary' Customer Service
By Roy I. Apseloff, NMEC

34. A Framework for Integrating CI and HUMINT Technology *By D. L. Lovato, DX*

36. Video Services Team Goes where the Action Is
By Mandy D. Worley, DA

38. DOMEX Training: Customer Support through Mission Preparedness *By Roy I. Apseloff, NMEC*

:professional PROFILES

40. Professional Profile: Samuel W. Crawford
By the Communiqué Staff, CP

41. Professional Profile: David L. Viets
By the Communiqué Staff, CP

:COMMUNITY outreach

43. Innovative Recruitment Program Benefiting Combatant Commands *By LTC Darrell "Wallie" Shaw, SOCOM J2*

44. DIA Analyst to Connect with Japan as Mansfield Fellow
By Jennifer M. Redding, CP

:PEOPLE on the move

45. Civilian and Military Personnel Update — Retirements, Anniversaries and Promotions in June, July & August 2008
By the Office of Human Resources, HC

NOVEMBER/DECEMBER 2008 · Volume 21/Number 5
COMMUNIQUÉ
A Defense Intelligence Agency Publication

LTG Michael D. Maples
Director, DIA

Ms. Letitia "Tish" Long
Deputy Director, DIA

Donald L. Black
Chief, Public Affairs

Jane A. McGehee
Chief, Internal Communications

Dana M. Black
Managing Editor

Sarah E. Moseley
Margan C. Kerwin
Jennifer M. Redding
Editorial Staff

Brian D. Nickey   Myles J. Scrinopskie
Design/Layout

Graphic Design and Publishing Services Branch
Printing and Posting

DIA's Communiqué is an authorized agency information publication, published for employees of DIA and members of the defense intelligence community. Contents of the Communiqué are not necessarily the official views of, or endorsed by, the U.S. government or the Department of Defense. Articles are edited for style, content and length. Correspondence should be addressed to: DIA Communiqué, Public Affairs Office, Bldg 6000, Washington, DC 20340-5100. Telephone: 703-695-0071 (DSN: 225-0071). The DIA Public Affairs Office welcomes your comments, which may be e-mailed to our Internet address at DIA-PIO@dia.mil or to our global e-mail address at diem200@dia.ic.gov.

www.dia.mil

Article Submission Deadlines

Jan./Feb. 2009 issue — **Dec. 12, 2008**
March/April 2009 issue — **Jan. 30, 2009**

DIA at the HELM OF TRAINING IC Analysts

By Dr. Robert E. Morris, HC

The director of national intelligence (DNI) asked DIA, through the Directorate for Human Capital Joint Military Intelligence Training Center (HC/JMITC), to assume responsibility for Analysis 101, the intelligence community's (IC's) flagship entry-level course for new analysts.

The new version of Analysis 101, Introduction to Critical Thinking and Structured Analysis, is an opportunity for all agencies to start their new analysts with a basic foundation in analytic skills. The course is also an efficient means of promoting consistency in analytical tradecraft across the IC, an important part of improving analysis. DIA will continue to teach critical thinking but will focus even more effort on structured analytical techniques, which junior analysts can use immediately.

The original intent of Analysis 101 remains unchanged: to enhance the ability of each individual analyst to think critically when analyzing intelligence information, and to introduce the concept of "jointness" while working as a member of the IC.

According to DNI Mike McConnell, "Training our new analysts in basic critical thinking and tradecraft skills is essential for the success of our community. Conducting this training in a joint environment provides the added benefit of instilling a sense of community in our analysts at the beginning of their careers."

Working closely with peers from other agencies, new analysts acquire a common set of analytical skills and an interagency mindset regarding the intelligence enterprise.

Analysis 101 is not meant to replace IC agency-specific entry-level training. Agency follow-on training can focus on those specialized areas of particular importance for the agency's mission. For example, here at

Nathan Medders, center, the 1,000th graduate of Analysis 101, receives his certificate from ODNI's Richard Immerman, left, and DIA's John Allison Nov. 14.

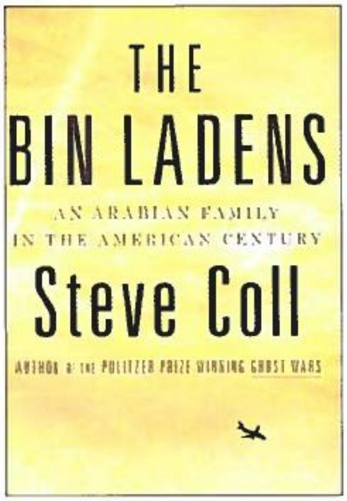
Photo by Gary Cutlip, CIA

DIA, the two-week Analysis 101 course is followed by a four-week Fundamentals of Intelligence Analysis course that reinforces the lessons of critical thinking; goes into greater depth on structured analytical techniques; and focuses on systems and writing and briefing techniques used by DIA analysts.

To register for Analysis 101, contact Katherine Tucker at (202) 231-3441 or by e-mail at *Katherine.tucker_CTR@dodiis.ic.gov*. Classes are filled on a first-come, first-served basis, and registration information must be received at least three weeks before the start of the course — so register early.

GETTING TO KNOW the bin Ladens

By CDR Youssef Aboul-Enein, DI



Having read a lot about Osama bin Laden in both Arabic and English, there is much mythology about the infamous al-Qaida leader. Unfortunately there is also much speculation about him that one must ascertain what is plausible from the truly nonsensical. Pulitzer Prize-winning author Steve Coll, better known in the counterterrorism community for his excellent volume "Ghost Wars," has written a new book on the bin Laden family — "The Bin Ladens: An Arabian Family in the American Century."

The book opens with tracing the lineage and origins of the bin Ladens from obscure poverty in Wadi Rakiyah in the harsh Hadramaut mountain range of northern Yemen. The bin Laden family had to depend on brief seasonal rains to quickly channel flood waters into their fields. If they succeeded they might grow wheat or other staple crops, but if they failed they faced famine. A dispute with the Obeid tribe led Osama's grandfather, Awadh bin Laden, to flee to Wadi Doan.

Chapters focus on Muhammad bin Laden, Osama's father, who as a teen sailed with his brother Abdullah to find work in Africa. Muhammad, who would later build a multi-million dollar construction corporation, swept floors in Africa and lost his right eye from abuse and neglect, leaving him with a glass eye.

In the late 1920s Muhammad left the Horn of Africa and set for the sea-port town of Jeddah, Saudi Arabia, working as a porter and laborer. The book details Muhammad's relationship with the al-Saud family. His first construction contract that received the notice of the Saudi royal family was a project to build a ramp so that the aged King Abdul-Aziz al-Saud could drive his car to his throne room, bypassing stairs and the lower floor. Muhammad would go on to network with other Yemeni families in Saudi Arabia, such as the Ben Mahfouz banking dynasty.

When you read Coll's book you gain an appreciation for Muhammad's children and grandchildren, and how they are completely immersed in Western culture, piloting planes and negotiating deals. What is intriguing about the book is

how it highlights Osama's hypocrisy, such as when he rails against interest, yet his accounts, set up by his older brother, provide a healthy amount of income from interest. Other hypocrisies are his attacks on America's presence in Operation Desert Storm, yet he did not refuse his share of the profits generated by contracts the U.S. military awarded the bin Laden corporation to provide support to allied forces fighting Saddam Hussein's occupation of Kuwait.

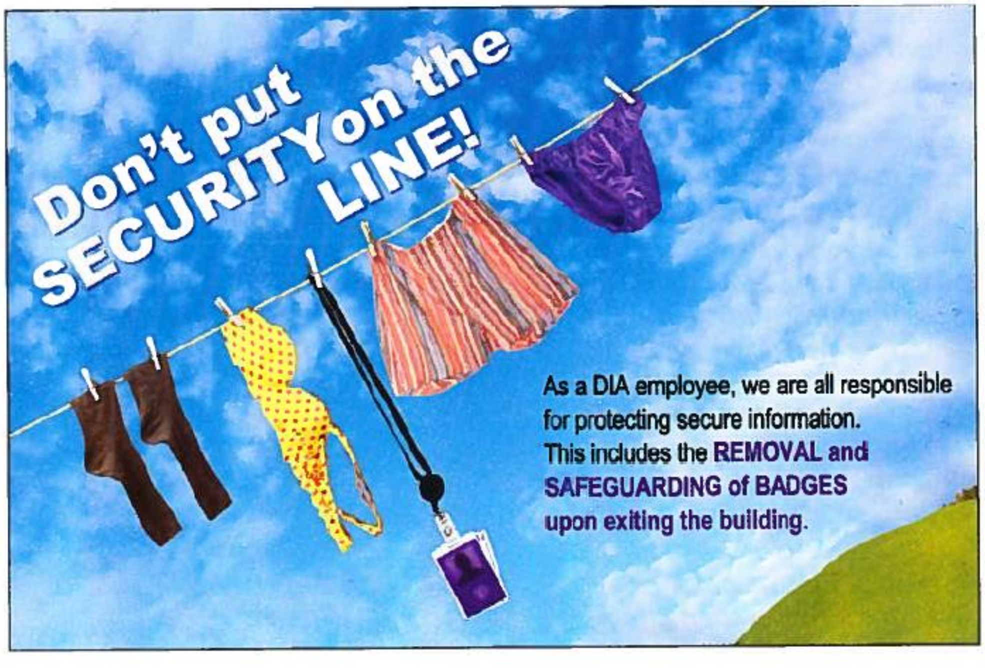
The chapter on young Osama provides an interesting evolution of a mind from religious fundamentalism to politicized violent militancy, and discusses influences from the Syrian gym teacher and member of the Muslim Brotherhood, to the fighting cleric Sheikh Abdullah Azzam in his college and Soviet years. Of note, Osama's older son Abdullah abandoned him in favor of a life of luxury and normalcy; in addition at least two wives have left Osama because they were unable to endure a life on the run.

Osama has not only injured his immediate family, but injured his extended family that has provided him with funds and support throughout the years. The al-Qaida leader blames the Saudi royal family for driving a wedge between him and his family, yet Osama takes no responsibility for the pain and damage he caused to the bin Laden clan. While in Sudan from 1991 to 1994, the patriarch of the bin Laden family, Bakr, attempted to get Osama to reconcile with the Saudi regime. The book claims that aside from the business leader, Abdullah, the 80-year-old brother of his father and most senior living relative, attempted to reason with Osama — Osama refused.

My only criticism of the book is that many pages that could've been dedicated to exploring terrorist links are instead devoted to the lavish lifestyle of the bin Laden family. My criticism may be a function of my own biases that focus on terrorism.

This would not be the first book I recommend to understand al-Qaida and Osama, but rather follow-on reading after such works as Michael Scheurer's "Through Our Enemies Eyes" and Peter Bergen's "The Osama bin Laden I Know."

Editor's note: CDR Aboul-Enein is an analyst and subject matter expert on Islamist militant theory in JITF-CT. He wishes to thank PO1 David Tranberg for his edits and discussion of this book that enhanced this review.


Don't put SECURITY on the LINE!

As a DIA employee, we are all responsible for protecting secure information. This includes the **REMOVAL and SAFEGUARDING of BADGES** upon exiting the building.

'Cultural Corridor' Brings PIECES OF THE WORLD to DIA

By Dr. Judith Bellafaire, DA

During the past year a series of new regional exhibits has gone up in the DIAC expansion, just off the lobby and across from the Badge Office, courtesy of the Directorate for Mission Services (DA) Historical Research and Programs Office. The exhibits are designed to facilitate an understanding of other areas throughout the world by exploring how history and the physical environment have shaped the attitudes and belief systems of peoples in the Middle East, South America and Africa, and soon the Far East. Each exhibit features a mix of photographs, art and objects, many given to DIA directors by their foreign military counterparts.

Middle Eastern Culture Exhibit

The Middle East is a crossroad, where Arab, Asian, African and European peoples, cultures and religions have intermingled. Today the dominant religion is Islam, as reflected in the photograph of a 13th century Quran, the Muslim holy book, which sits next to a pair of modern day prayer socks from Afghanistan.

The exhibit explores women in Muslim culture through photographs and clothing. A burqa, the all-covering dress worn by some Muslim women, hangs alongside head scarves, which are worn by men who, like women, are directed to dress modestly by the Quran. In the exhibit there are several photographs showing people tending to crops and animals. The exhibit also traces the historic rivalry between Israel and Palestine with dramatic photographs and original Palestine Liberation Organization posters from the early 1970s.

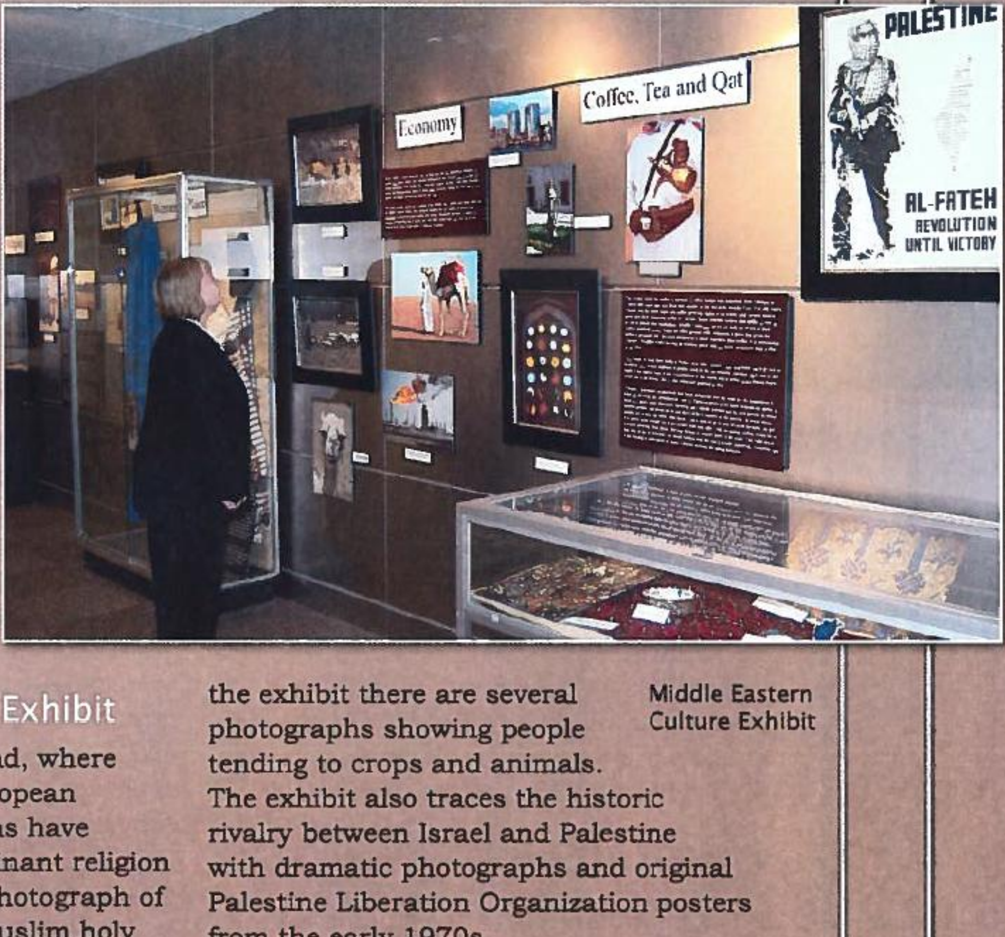


Photo by Brian Nickey, CP

Middle Eastern Culture Exhibit

South American Culture Exhibit

South America's dramatic landscape, its tropical rainforests, volcanoes, glaciers, mountain peaks, rocky islands and

barren, wind-driven plains, has left an indelible mark on the essential character of every nation on the South American continent.

The exhibit begins with colorful and exciting photographs of the Amazon rainforest, the Andes Mountains and the Galápagos Islands. The "History and Heroes" section features a bust of Simón Bolívar, who organized military rebellions against Spanish rule in South America between 1813 and 1830, and sparked political independence in Bolivia, Colombia, Ecuador, Peru and Venezuela. The influence of the Catholic Church on South American art and culture is explored through two tiny match box retablos, miniature religious scenes, and a group of photographs, including one of the devil dancers of coastal Venezuela.

Environment

African Culture Exhibit

Photo by Brian Nickey, CP

Be sure to stop at the table case in the corner, containing exquisite examples of native Indian folk art, including an Ucumari's vase from Peru, a hand woven shawl from Ecuador and a Quechua Indian pottery whistle.

African Culture Exhibit

The continent of Africa contains 54 separate nations with its 900 million people speaking more than 1,000 different languages. Historians and anthropologists call Africa the "cradle of human civilization," which is reflected in a photograph of ancient wall art from Mapungubwe, now northern South Africa, three etched brass scenes of Egyptian pyramids, and a photograph of several thousand-year-old books on philosophy and conflict resolution housed in the ancient archives of Timbuktu, Mali. Objects of interest include hand-carved African masks worn during celebrations, initiations and preparations for war, and a handmade shield and lion spear used by Maasai warriors to defend themselves and their cattle from lions and other predators.

Notice the framed photograph of a young boy and his cattle. The average yearly rainfall in Africa has been slowly decreasing for the last 40 years, as temperatures increase across the continent. These climate changes have brought droughts to Africa's semi-arid grasslands and farmlands, making it increasingly difficult for herders and farmers to earn their living. Meanwhile Africa is undergoing a population explosion, and by 2036 its population is expected to double.

Asian Pacific Culture Exhibit

The upcoming Asian Pacific Culture exhibit will showcase China, Japan, Vietnam and Korea. Chinese art on display will include a replica of the bronze chariot and horses found in Qin Shi Huang's Mausoleum. Huang was the first

emperor of China and ruled from 221 to 206 B.C.

Artifacts from Korea will include miniature replicas of the large totem poles that traditionally guarded rural villages. A replica of one of the six golden crowns of Silla, made in Korea during the 5th and 6th centuries, will also be on display. These fragile crowns were made from pure gold and sometimes hung with jade beads. Japan will be represented with a silk wall hanging and two framed sketches done in 1945. We will also have an exquisite Vietnamese embroidery of fishermen at work and a painting showing Vietnamese folk theater in progress.

So the next time you walk through the expansion lobby, be sure to make a quick detour down the cultural corridor — it will expand your mind and your world.

Attaché Spouses Are SET FOR SUCCESS

By Edith E. Alexander, HC

We know that family is important to our success, but do our colleagues and management know that too? The diplomatic community and the Directorate for Human Capital Joint Military Attaché School (HC/JMAS) certainly do. For this reason, JMAS conducts a training program specifically geared to the spouses of the Defense Attaché System (DAS).

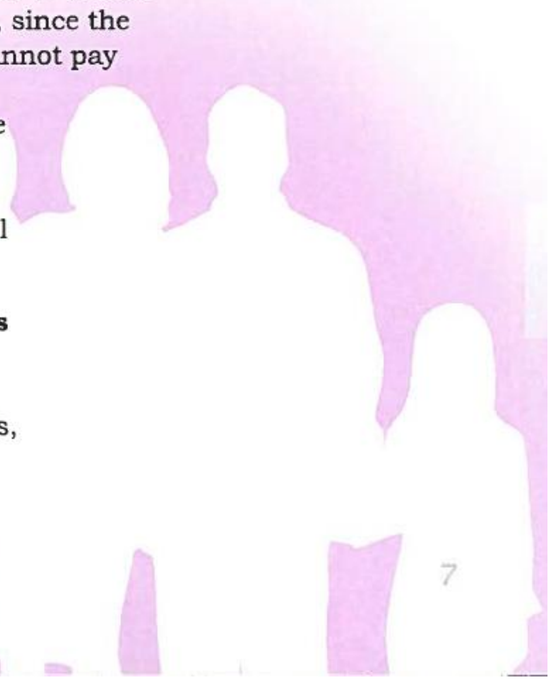
The Spouse Training Program (STP) is conducted over 13 weeks, four days a week, and provides students with the knowledge and skills necessary to adapt and perform successfully as diplomats in their destination country. Led by an instructional staff of four, the course focuses on the five competencies that are critical to the success of a member of the DAS team:

- Adapting to DAS and the host nation environment.
- Performing representational activities.
- Facilitating communication.
- Promoting leadership and teamwork.
- Promoting security for self, family and the defense attaché office (DAO).

STP is highly encouraged, but is a voluntary program. However, more than 80 percent of those eligible for the course choose to attend. The feedback given by former students affirms that the training is a critical step in ensuring a successful DAS tour. Past students have said, "I really cannot imagine going on station without participating in the program," and "this course has opened my eyes to the role I play."

According to the program manager, Teresa Babb, it is not uncommon for the attaché team to assume additional expenses to enable spouses to attend the training. For example, since the Department of Defense cannot pay spouses or fund per diem or spouse travel, there are supplemental child care monies available to better enable spouses with small children to attend STP.

Spouse training modules include practice in areas such as hosting representational functions, entertaining according



to diplomatic protocol, applying successful memory and communication techniques, and building rapport to guide conversation. Security instruction is one of the most valuable components of STP. Spouses learn how to become "hard targets," how to respond in threatening situations, and how to assert diplomatic rights and privileges that are accorded to the DAO family. Many of the sessions are attended as a team by both the employee assigned to DAS and their spouse, ensuring a common understanding of roles and expectations in the new environment.

The training is also designed to ease the transition to a different culture and help with the culture shock. Defining American values, promoting sensitivity to perceptions of Americans abroad and strengthening cultural awareness are all part of the curriculum. STP students individually complete research on their country and deliver presentations to the class. These presentations are then followed by a potluck lunch featuring traditional dishes from the country.

With changed traditional family roles, the program has evolved to be gender neutral. As a result of the increasing number of women filling DAS positions, STP challenges the use of language and stereotypes linked to females. "Understandably, male spouses do not want to hear about her roles and responsibilities, or her challenges in social situations," said Babb. Gender-neutral instruction in STP, as in all JMAS training, is necessary to create relevant, comfortable instruction for both men and women.

Diplomacy is not just about proper knife and fork use, at least not among the students trained by JMAS. The more than 300 hours of hands-on instruction in STP helps inform and empower the spouse as they voluntarily and directly contribute to the success of the mission.

As expressed in the course evaluation by a recent participant, "I believe that I will be better able to cope with this transition, not only for myself, but for my family. More importantly, I feel that I will be better able to contribute and support my husband in the DAO."

Item UNIQUE IDENTIFICATION and You

By John Vande Sand, DA

SER CC001

We all know that each human being is unique. But did you realize that each item of property is also unique? Item unique identification (IUID) might be a new term to you, but you are very familiar with its predecessor — bar codes. Society has used bar codes for years, and they have become an integral part of our daily lives, especially in the checkout lines.

The Office of the Undersecretary of Defense for Acquisition, Technology and Logistics (AT&L) is taking bar code technology to the next level and DIA is joining the Department of Defense (DOD), and even NATO, in embracing IUID to improve property visibility, management and accountability.

What is IUID?

IUID is a system for marking items delivered to DOD with a unique item identifier. Items are marked with a two-dimensional data matrix that looks like a camouflaged square. Although the marking is relatively small, it can hold a large amount of data. Each data matrix affixed to an item distinguishes it from all others.

DOD requires that information contained on the data matrix be sent electronically to the DOD IUID Registry Database in Battle Creek, Mich. The IUID National Registry is a central DOD repository for IUID information and serves as an acquisition gateway to identify an item, how and when it was acquired, its initial value, who has current custody — government or contractor — and how the item is marked.

As of September more than 4.1 million items purchased by DOD have been marked and entered into the IUID registry, and more than 1,500 prime contractors and small businesses currently participate in the program.

DOD requires that items delivered to the government and its contractors, as well as items that are currently in inventory or in operational use, referred to as "legacy items," be marked if the item:

- Has an acquisition cost of $5,000 or more;
- Is serially managed;
- Is mission essential;
- Is controlled inventory;
- Is less than $5,000 and the requiring activity determines that permanent identification is required;
- Is a consumable item or material where permanent identification is necessary; or
- Regardless of value, is (i) any DOD serially managed subassembly, component or part embedded within an item and, (ii) the parent item — as defined in Defense Federal Acquisition Regulation Supplement (DFARS) 252.211-7003(a) — that contains the embedded subassembly, component or part.

DIA is required to include DFARS clause 252.211-7003, Item Identification and Valuation, in solicitations, contracts and delivery orders defining items necessary for identification and valuation issued on or after Jan. 1, 2004, in addition to existing government furnished property delivered to contractors after Jan. 1, 2005.

For new contracts issued after Sept. 13, 2007, DIA is required to include DFARS clause 252.211-7007, Item Unique Identification of Government Property, which permanently revises requirements for reporting of property in the possession of the contractor.

All qualifying legacy items have to be IUID marked by Dec. 31, 2010, even if they are tagged with another form of identification such as a radio-frequency-identification tag or a bar code. This requirement does not apply to legacy items which will no longer be in operational use or inventory by Dec. 31, 2010.

Your Role in IUID

Although DIA's Office of the Acquisition Executive (AE) and the Directorate for Mission Services (DA) are major IUID players, every DIA directorate and special office has a role to play because we all rely on property to perform our jobs and to achieve mission objectives.

DIA contracting personnel and acquiring activities must coordinate, and when applicable, include the appropriate DFARS clauses in contractual instruments to ensure that DIA contractors mark and report qualifying property items.

DA must ensure legacy items are marked and reported to the national registry. The Office of the Chief Financial Executive (FE) must ensure accurate financial statement reporting by obtaining government furnished property financial information from the national registry. DIA contracting officers, program and project managers, and all employees who are involved in completing purchase requests must identify specific property items to be purchased.

Element resource managers, activity supply coordinators, property book officers, property custodians and all who handle property have a role in helping each other make sure qualifying property items are marked and reported to the national registry.

What's Next?

A DIA IUID implementation plan is currently being coordinated throughout the agency. The plan explains how IUID technology will be utilized within DIA and establishes an IUID program manager to supervise and coordinate DIA's efforts. In addition, an IUID Symposium for DIA employees is being planned and will include officials from AT&L and the Defense Acquisition University.

As we move forward, you will be hearing more about the DIA IUID implementation plan and related implementation activities and initiatives. Just like bar codes revolutionized our personal lives, IUID technology, with your help, will revolutionize the visibility, management and accountability of government property throughout DIA.

Making TEAMWORK WORK: Balancing AGENCY NEEDS with your day-to-day job

By Adrian "Zeke" Wolfberg, CS

"Senior Leadership Teams: What It Takes to Make Them Great" examines senior executive teams, but its concepts and recommendations are highly applicable to any intelligence professional regardless of rank or position.

This book deals with a very simple dilemma that can have a negative impact on our support to the mission. The dilemma occurs when "we are assigned to a team that serves a greater purpose than our day-to-day job, but the expectations and demands of our regular day job don't go away." We are pulled in two directions and usually one will win.

The best approach to managing this dilemma, according to the authors, is to create conditions that increase the chances of team success. These conditions lay the foundation for achieving team collaboration and performance improvement, while recognizing that the demands of our day-to-day job will always exist.

Collaborative Conditions:

- Being part of a "real team" based on thoughtful consideration of its function — what it will take to create and sustain the team.
- Having a compelling purpose.

- Having team members with the right capabilities.

Performance Improvement Conditions:

- Giving the team the structure it needs to shape how the members act and interact.
- Having organizational support, such as the data to do their jobs, and being recognized when performing well.
- Access to individuals for knowledge that lies beyond the team's expertise, and having access to resources to help resolve team-related problems such as how members work together.

As an example of "being a real team," the authors suggest three characteristics. First, team members should agree on seeking a purpose of common interest. By doing so, they become interdependent on each other and are more willing to share ideas and work together. Most importantly, team members will likely make decisions on behalf of a higher organizational purpose beyond their own interests.

Second, the team members should know who is on their team. This statement may sound obvious and trivial, but it is not. Through research, fewer than 7 percent of teams agreed on who was actually on their team. A shared understanding of team boundaries must be created or else anyone can influence the team without the members' knowledge.

Finally, team members must maintain a stable relationship long enough to understand one another's strengths and limitations and to work together as one.

So what is a real team? In practical terms, the authors compare differences between the attributes of a real team and one in name only. This is probably one of the most powerful comparisons the authors make, which should be a very useful distinction for DIA and the intelligence community.

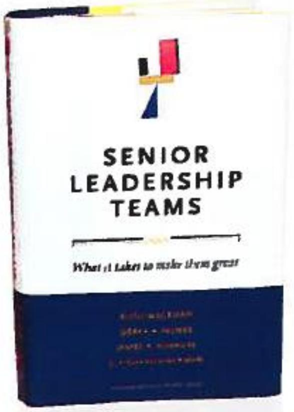
In a real team, we feel that our work is vital. We want to attend meetings and if we can't, we trust the team members to represent our interests. We feel productive and energized. In a team in name only, our involvement is a distraction from what we feel is our real work. We feel obligated to attend team meetings, we look for ways to send a substitute and we can't wait for meetings to end.

So how do we know if our team performs the way we want it? I do not think DIA has a metric for judging such a performance. The authors found that neither do any other organizations they have studied. Most measures, they say, are about organizational performance, not team performance.

The authors came up with three useful measures of team performance: did the team's outcomes meet or exceed the expectations of the people who were affected by the team's work; did the members work together so that future opportunities to work together would be improved; and did the group experience contribute positively to the learning and personal development of individual team members?

Being on a team is like being part of a family — you have your own life but you are also part of the family. "Senior Leadership Teams" opens up an important dialogue on how to balance higher organizational purpose with your regular job. The authors' advice can be immediately applied to your work; I have already used it.

The Knowledge Lab purchased 30 copies of "Senior Leadership Teams" for DIA civilian or military employees for their professional development. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.



BOOK REVIEW

Title: Senior Leadership Teams — What It Takes to Make Them Great

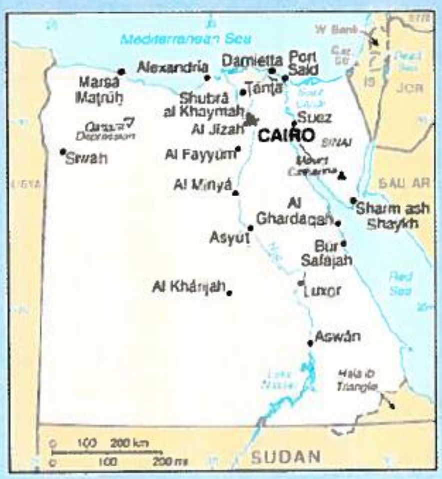
Authors: James A. Burruss, J. Richard Hackman, Debra A. Nunes and Ruth Wageman

Published in 2008 by the Harvard Business School Press

Wageman and Hackman teach at Harvard, and Hackman serves on the Director of National Intelligence's Intelligence Science Board. Nunes and Burruss are vice presidents at Hay Group's McClelland Center for Research and Innovation.

Post of the Month: U.S. Defense Attaché Office CAIRO

By the Directorate for Human Intelligence, DH


Mediterranean Sea
W Bank
Alexandria
Damietta
Port Said
Marsa Matruh
Shubra al Khaymah
Tanta
Suez
Al Jizah
CAIRO
SINAI
Qattara Depression
Siwah
Al Fayyum
Al Minya
Mount Catherine
SAU AR
Sharm ash Shaykh
Al Ghardaqah
Asyut
Bur Safajah
Al Kharijah
Luxor
Red Sea
Aswan
Lake Nasser
Hala'ib Triangle
JOR
SUDAN
0 100 200 km
0 100 200 mi

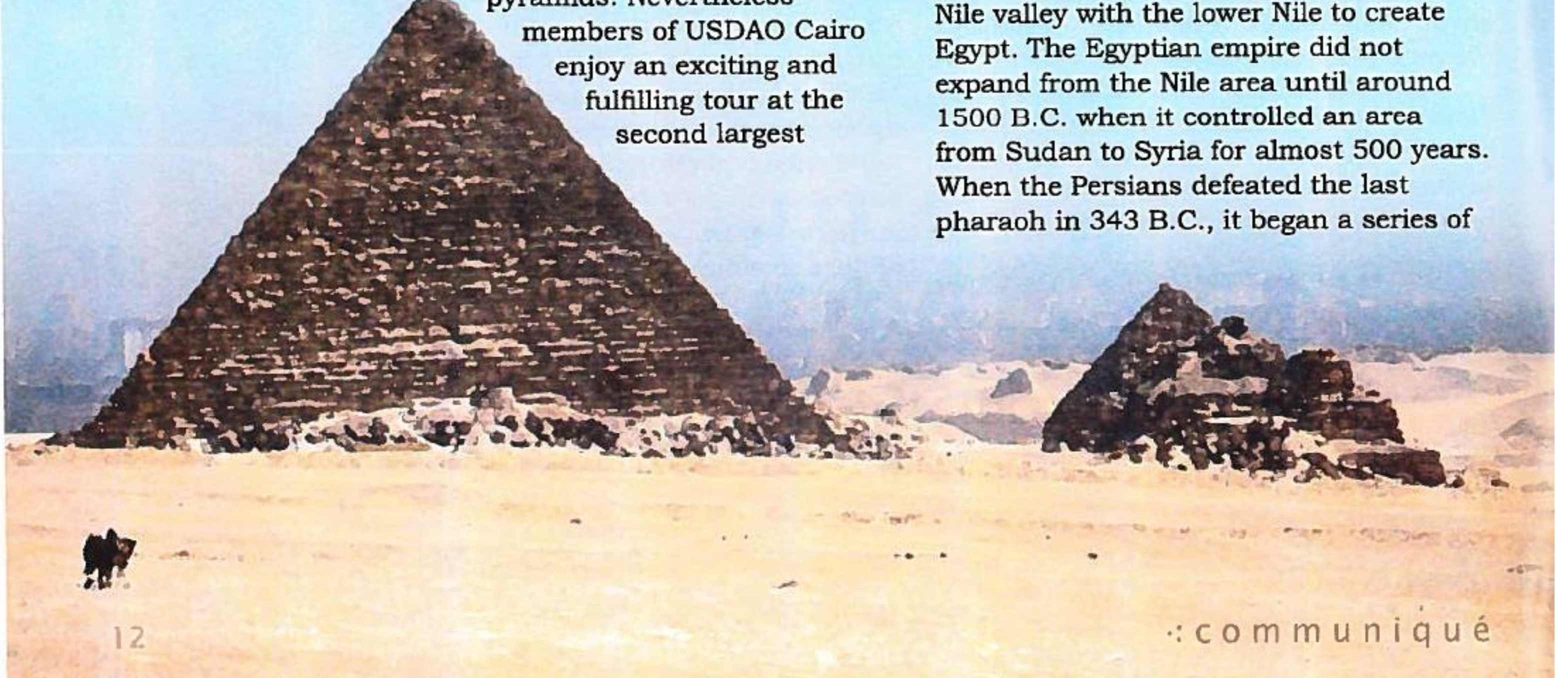
Post Highlights:

Egypt is a post that puts history in your backyard and surrounds you with wonders of the world. The incredible but disappearing view of the famous pyramids of Giza across the glistening Nile River from the U.S. Defense Attaché Office (USDAO) Cairo illustrates the impact of modernization in Egypt today. Numerous cranes on the west side of the Nile continuously erect tall apartment buildings to help house the city's almost 20 million inhabitants, yet the impact on the environment by Cairo's modernization and air pollution are hiding the amazing views of the massive pyramids. Nevertheless members of USDAO Cairo enjoy an exciting and fulfilling tour at the second largest U.S. embassy in the world, next to Baghdad, Iraq.

Host Country Highlights:

Egypt is the most populous country in the Arab world and the second most on the African continent. Nearly all of the country's 81.7 million people live in Cairo and Alexandria and elsewhere on the banks of the Nile, in the Nile delta and along the Suez Canal. These regions are among the world's most densely populated, containing more than 3,820 persons per-square-mile, as compared to 181 persons per-square-mile for the country as a whole.

The 55-year-old Arab Republic of Egypt is just the latest name given to the world's longest surviving nation, dating back 5,000 years. Around 3000 B.C. the first pharaohs unified the tribes of the upper Nile valley with the lower Nile to create Egypt. The Egyptian empire did not expand from the Nile area until around 1500 B.C. when it controlled an area from Sudan to Syria for almost 500 years. When the Persians defeated the last pharaoh in 343 B.C., it began a series of



foreign rule lasting more than 2,000 years by the Greeks, Romans, Arabs, French, Ottomans and British.

In 1952 Egypt gained its independence when a military coup overthrew the British-backed King Farouk. Two years later, Col. Gamal Nasser became president of Egypt and held this position until his death in 1970.

Following Nasser, Gen. Anwar Sadat became president and switched Egypt's Cold War allegiance from the Soviets to the United States. Subsequent to his political success from the 1973 war with Israel, Sadat was able to make a historic peace with Israel in 1979. The U.S. rewarded Egypt through the Camp David Accords with billions of U.S. dollars in military and economic assistance each year.

Today the management of the numerous U.S. defense contracts in Egypt has created the largest military security assistance office at any embassy in the Defense Security Cooperation Agency. Since the 1981 assassination of Sadat, Hosni Mubarak has ruled Egypt.

Stability is the number one goal of the Egyptian government as it focuses more on internal threats versus external ones. With almost 25 percent unemployment and nearly 25 percent of the population working for the government, Mubarak is financially challenged to wean the rapidly increasing population from its socialist policies that provide heavy subsidies for education, food and gas. Preserving its two primary sources of foreign currency, the Egyptian military's and security forces' major focus is on the security and protection of the Suez Canal and tourist areas.

Operational Highlights:

This has been a dynamic year for USDAO Cairo with Egypt facing numerous military and security challenges. From the Palestinian breakout from Gaza into Egypt in January, to the disastrous landslide in Cairo and the September tourist kidnappings in the Egyptian desert, USDAO Cairo has put boots on the ground to provide perspective and insight on this challenging environment.

Photo submitted by DH

USDAO Cairo staff, from left to right: CW2 John Camp, GySgt Jason Kennington, PO1 Doug Cohen, Jenna Young, MSG James Wholters, CDR Joe Valecruz, COL Chip Thompson and LTC David Brenner.

Four attachés work hard to support demanding work that includes numerous high-level U.S. visitors, air operations and ship visits, and transits through the Suez Canal. At the beginning of the year, the USDAO gained a civilian analyst who has become a tremendous asset coming to the aid of the attaches' mission accomplishment.

Because of Egypt's lead role in bringing Palestinians to the table for peace negotiations with Israel, this past year the USDAO supported two U.S. presidential visits and three secretary of state visits.

Since the 1970s Egypt's military has maintained a strong relationship with the U.S. and supports a high level of cooperation. Like the U.S., Egypt is also motivated to fight terrorism and extremism. Egypt's role as a major player in Middle East issues is demonstrated by its mediation efforts between Israel

and the numerous Palestinian factions, deployment of peacekeeping forces to Sudan, and operating a field hospital in Afghanistan and Sudan.

In addition to meeting traditional DIA responsibilities, each year USDAO Cairo coordinates thousands of U.S. military aircraft clearances and hundreds of canal ship transits that support Operations Iraqi Freedom and Enduring Freedom. This coordination is essential to U.S. military operations in the region and reflects Egypt's commitment to Middle East stability.

Location: Cairo, Egypt

Population: Egypt, 81.7 million

Primary Language: Arabic

Basic Greeting: As-Salāmu Álaykum is the common greeting and literally means "Peace be upon you"

Living and working in Egypt provides a wealth of challenges and rewards, keeping the men and women of USDAO Cairo on the leading edge of U.S. operations in the Middle East.

Understanding the VARIETIES of a LANGUAGE

By Thomas J. Haines, HC

The sheer number of languages in use today, coupled with their cycle of natural change and extinction, makes foreign language competence a complicated challenge for the intelligence community. Throughout the world, understanding the standard form of a language isn't enough for effective communication; it takes understanding the dialect and other subsets of the language.

What is a Dialect?

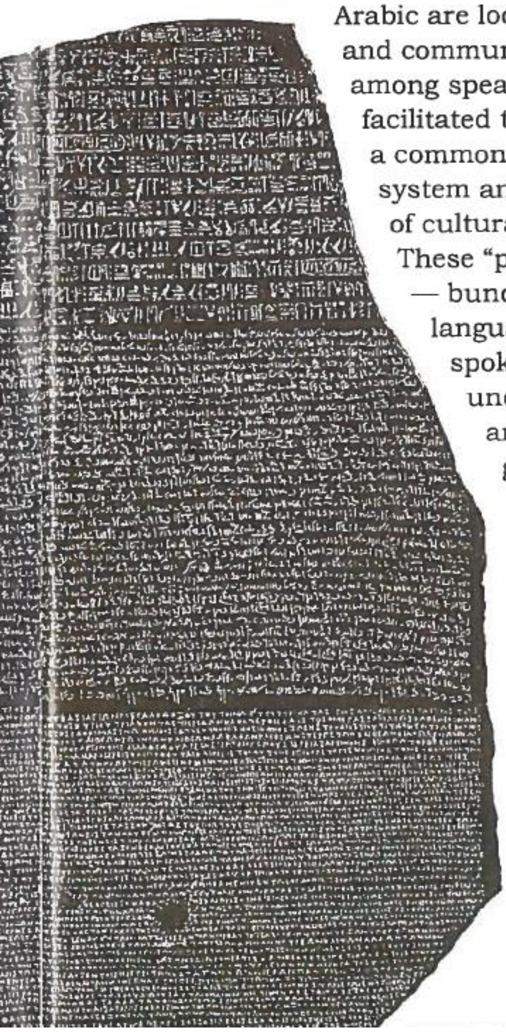
There's no agreement among linguists and scholars on how to define and differentiate languages and dialects. Linguistics expert John McWhorter argues that the language and dialect labels are arbitrary, yet necessary. He believes that languages are simply bundles of dialects creating varieties of a language family. For example, Danish, Swedish and Norwegian, he argues, are dialects of the Scandinavian language. They're regarded as languages in the formal sense simply because of nationalism and geopolitical realities. They are mutually intelligible when spoken but do have minor variations when written.

Hindi and Urdu have similar issues. When spoken they're nearly identical; but when written, Hindi uses the Devanagari script and Urdu uses the Arabic script. Hindi may borrow more from Sanskrit and Urdu from Arabic, but

McWhorter points out that the differences are not much more distinct than American English is to British English.

The dominant factors influencing the determination that these languages are exclusive and different are culture, religion and the geopolitical realities. As nation-states seek identity and validity, one of the easiest criteria is a national language. Few things validate membership to the community of nations more readily than having a national language — and the more unique and exclusive, the greater the sense of nationalism and identity.

Like Hindi and Urdu, Arabic can also be understood as a bundle of dialects. Depending on how you count them, Arabic has 12 to15 dialects. Modern Standard Arabic, the Arabic of the Quran, is a variety that happens to be the written language and language of the media — it's significantly different from Egyptian Arabic and Iraqi Arabic. Most spoken Arabic dialects are not written. Dialects like Arabic are loosely linked, and communication among speakers is only facilitated through a common writing system and sense of cultural unity. These "phenomena" — bundled language families spoken but not understood among a vast group of peoples, but unified through writing and media are called diglossia.



Diglossia

Many languages exhibit the diglossia phenomenon. The German language has High German, Swiss German, Bavarian German, Swabian German and so forth. These particular varieties seldom have their own written collections of work for speakers to "see" the spoken form. They revert to High German to read and write. Simply stated, the non-standard dialects and the standard dialects coexist in highly structured and relational environments. Invariably, the standard dialect used in formal situations, particularly in writing, is structured, and is slower to change — almost frozen in time. The non-standard dialects are used in informal conversations and are usually what heritage speakers learn to speak at home.

Modern Standard Arabic, like High German, is the variety of the language that has both informal and formal written material. The other dialects are neither truncated nor defective versions of either Modern Standard Arabic or High German. They're simply spoken varieties of the language used more often locally and regionally, thus subject to change more readily than their standard cousin. Often spoken varieties are every bit as complex as the written variety, only the spoken varieties have a tendency to change more quickly and more often than the written variety.

For more information about DIA's foreign language program, visit the Directorate for Human Capital (HC) Web site or call the DIA Foreign Language Management Office (HC-FL) at (202) 231-1530/3174.

Editor's note: This article is part of a series by HC-FL on the history of languages. To read about what constitutes a language and a language family, refer to"Tackling the Language Barrier," in the July/August Communiqué.

The Rosetta Stone, left, was created in 196 B.C. and discovered in 1799. The stone was instrumental in advancing modern understanding of hieroglyphic writing.

History Lessons:
ANALYSTS LEARN from America's Bloodiest Conflict

By the DIA American Civil War Roundtable

Initiated by several DIA employees, the American Civil War Roundtable (ACWR) was established in July to provide a forum for groundbreaking research, instruction and dialogue on the role of intelligence in America's bloodiest conflict. Now, just months later, ACWR is hosting events, drawing crowds and transcribing thousands of unpublished original Civil War telegraphs from Union intelligence operatives.

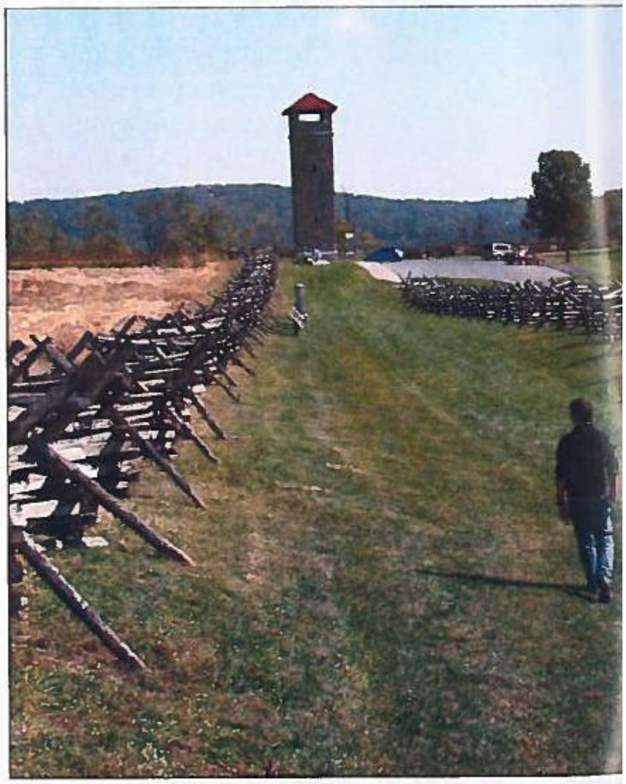
ACWR has also received sponsorship from DIA's Directorate for Mission Services (DA) Historical Research Program Office. When asked the value of ACWR to DIA, the group's administrative director, D. Craig Reston said, "As history repeats itself, re-enacting and studying the Civil War provides a clearer understanding of events today."

One initiative by ACWR is its monthly Intelligence in the Civil War Seminar. The seminars are designed to provide insight into specific topics, such as signals intelligence in the war, and to provide lessons learned relevant to intelligence activities today.

The first three seminars, which included an overview of intelligence in the war, Union MG George McClellan's use of intelligence, and denial and deception operations, each highlighted issues as relevant today as they were in 1864.

ACWR is working to have the seminars count against annual analytic training requirements.

"The DIA strategic plan calls for strengthening analytic tradecraft training and professional development at all levels to improve the quality and rigor of defense intelligence, and these seminars are very applicable — they address age-old principles of analytic tradecraft to better support DNI [director of national



intelligence] and DIA goals," said Chris Beck, ACWR participant.

A second, ongoing initiative is to get ACWR participants out of the office environment and onto the battlefields to break away from the one-dimensional view of war. On Oct. 4 ACWR participants enjoyed a walking tour of the Antietam, Fox's Gap and Turner's Gap national battlefields in Maryland given by DIA employee and Civil War historian Gregory Elder. While the tour provided an overview of the battles, each stop also addressed intelligence issues and the impact of intelligence campaigns throughout the war.

"The goal is not only to spend an enjoyable day visiting some of the nation's most significant historic landmarks, but also to stress that intelligence operations — good and bad — contributed significantly in making that history," said Elder.

Similar tours are scheduled for Fredericksburg, Va., in December and Manassas, Va., in March. But the ACWR is doing far more than providing on- and off-site instruction on history, it's rewriting it.

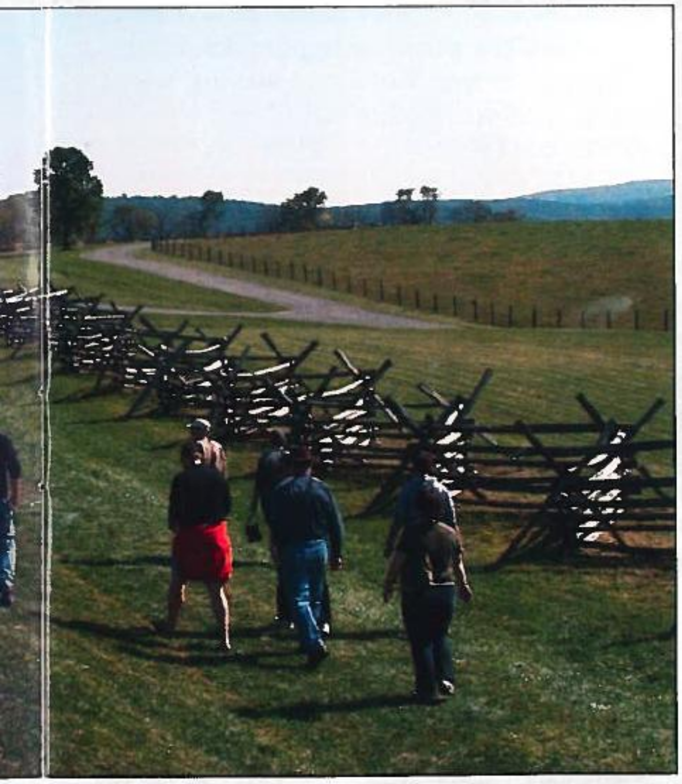
Pete Tsouras, an ACWR participant whose multiple books include alternative histories on the Civil War, is nearing completion of a biography on Union MG George Sharpe. Led by Sharpe, the Bureau of Military Information (BMI) — the first true all-source military intelligence organization in history — was established by the Army of the Potomac in the winter of 1862 to collect, analyze and disseminate intelligence directed at Robert E. Lee's Army of Northern Virginia.

American Civil War Roundtable members at Antietam's Dunker Church — scene of some of the heaviest fighting on the morning of Sept. 17, 1862.

Photos by Alexander F. Wojcicki, DA

By April 1863 BMI developed an estimate of Lee's total strength that was 98 percent accurate. Tsouras's research on Sharpe includes thousands of pages of raw intelligence reports, original telegraphs and other material previously unseen by Civil War historians. With the assistance of ACWR, these materials are being transcribed and will likely be condensed for publication.

Like Tsouras, Elder is also working to get ACWR participants involved in groundbreaking research on intelligence in the Civil War. Having received initial support from the National Defense



American Civil War Roundtable participants walk through Antietam's "Bloody Lane."

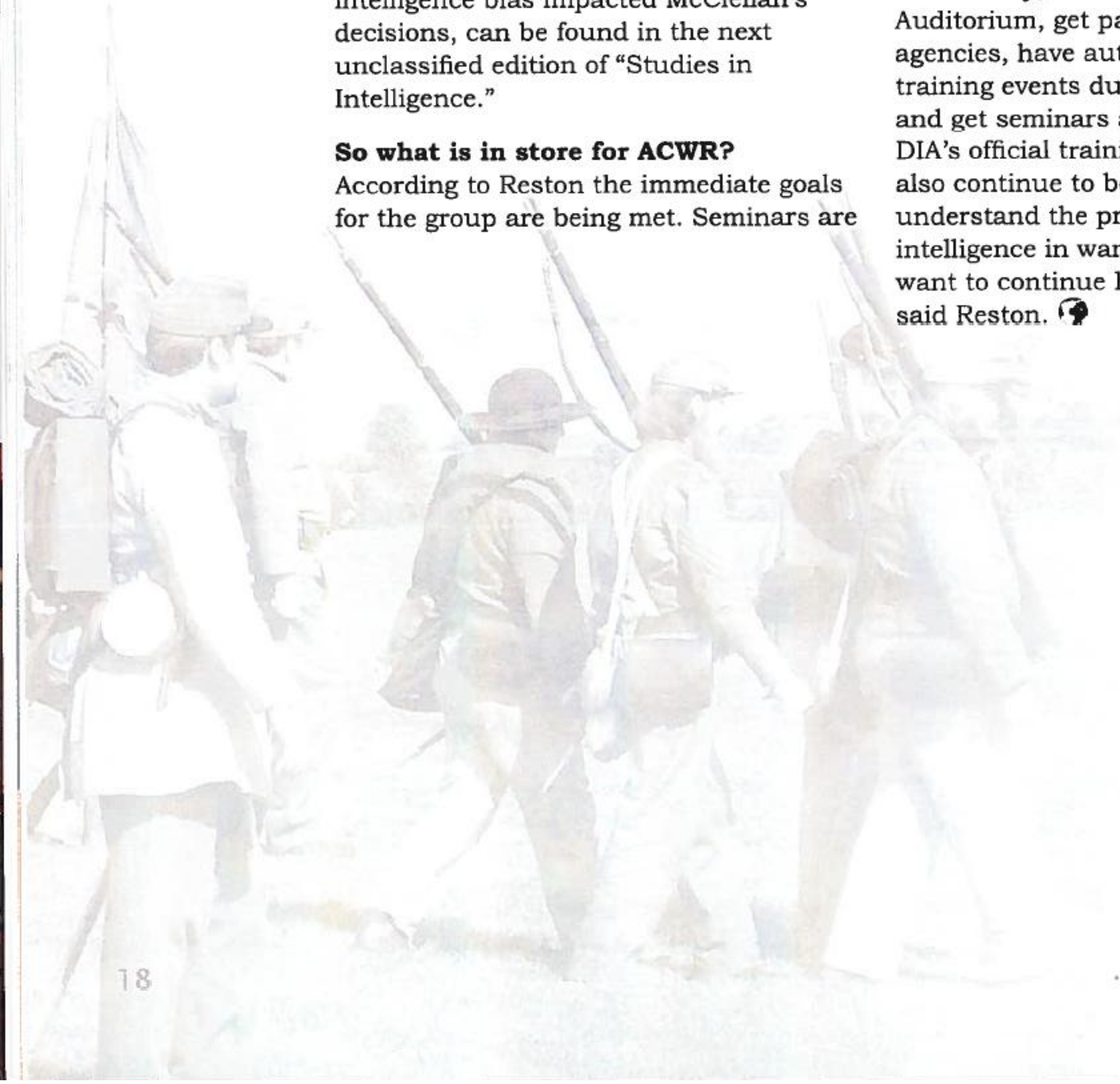
INTELLIGENCE & THE CIVIL WAR

July 2, 1863, was nearly a disaster for GEN George Meade and his Army of the Potomac. Suffering appalling casualties near Gettysburg, Pa., the army was nearly flanked on the left and right. At a council of war that evening, Meade considered a retreat and looked to his corps commanders for a vote. Before hearing from his commanders, then COL George Sharpe, intelligence chief, confidently explained that Union forces had captured and interrogated troops from every Confederate brigade except GEN George Pickett's division, and that Pickett's division was opposite the middle of the Union line — any attack by the Confederates would come there. An understanding of the Confederate order of battle and the associated losses on the battlefield also indicated that no more than 13,500 fresh or lightly used Confederate troops were available while the Army of the Potomac had 58,000. With credible intelligence in hand, the council voted to stay. Pickett's failed charge against the Union center the next day resulted in a decisive victory for the Army of the Potomac and ended the Confederate's last large-scale offensive of the Civil War.

Intelligence College (NDIC) for publication, Elder is working with ACWR contributors on a book detailing the role intelligence played in decision-making throughout the war. Elder's latest work, detailing how intelligence bias impacted McClellan's decisions, can be found in the next unclassified edition of "Studies in Intelligence."

So what is in store for ACWR?
According to Reston the immediate goals for the group are being met. Seminars are ongoing, more people are expressing their interest in the group and its value to DIA, and lessons learned applicable to today's analysts are being addressed.

"Eventually, we'd love to fill the Tighe Auditorium, get participation from other agencies, have authorized staff rides and training events during the work week, and get seminars accredited as part of DIA's official training. The ACWR should also continue to be a forum for people to understand the practical application of intelligence in war. But as important, we want to continue having fun," said Reston.



CI & HUMINT — Partners in the HUMAN DOMAIN

By the Defense Counterintelligence and Human Intelligence Center, DX

In the director of national intelligence's Vision 2015, it highlights that in today's dynamic global environment our national security depends on anticipating risks and out-maneuvering our adversaries, not just out-muscling them. Therefore, intelligence is more critical than ever, particularly counterintelligence (CI) and human intelligence (HUMINT). To streamline the management of the Department of Defense (DOD) CI and HUMINT enterprises, these complimentary disciplines, which both operate in the human domain, were recently merged into the new Defense Counterintelligence and Human Intelligence Center (DCHC).

DCHC was established within DIA to centrally manage the DOD-wide CI and HUMINT enterprises, develop programs that support DOD component CI and HUMINT functions, and execute assigned CI and HUMINT activities worldwide. The director of DIA, LTG Michael Maples, serves as both the DOD CI and HUMINT manager, and MG Theodore Nicholas serves as the director of DCHC.

"The stand up of this center is an exciting development in the defense intelligence enterprise," Nicholas said. "We are taking defense CI and HUMINT to a new level ensuring outstanding support to our customers."

Photo by Melony C. Angelilli, CP

Scott Jacobs, former acting director of CIFA, and MG Ted Nicholas, DCHC director, celebrate the merger of CIFA into DIA's DCHC

When creating DCHC, Nicholas looked at the existing CI and HUMINT oversight practices and took the best from each program and streamlined the processes, resulting in greater information sharing. CI focuses on preventing adversaries from collecting intelligence, while HUMINT seeks to collect intelligence. The two disciplines have commonalities when it comes to acquiring and managing sources, reporting information, training, and targeting.

> "We are taking defense CI and HUMINT to a new level ensuring outstanding support to our customers."

The establishment of DCHC marks the first time that DOD has integrated CI and HUMINT at the defense level.

"This integration reflects the importance that DOD is placing on CI and HUMINT. Both programs are indispensable to countering foreign intelligence threats and to winning the fight against terrorism," Nicholas said.

In an attempt to explain why CI and HUMINT are two very distinct, but complementary disciplines that were brought together, the following analogy is provided. Of note, this analogy is not intended to minimize the complexities of the CI and HUMINT disciplines, but rather simplify the concept to allow greater appreciation and thus understanding of why the two were placed side-by-side within DCHC.

Consider the human domain a playing field. Now consider a team consisting of an offense, HUMINT and a defense, CI. To accurately understand this analogy, the old adage that "the best defense is a strong offense" must be embraced.

In other words, CI, the defense, must be prepared to go on the offense at any time, and HUMINT, the offense, must keep their adversary on the defense. Both enter the playing field, or the human domain, just as a football team enters the stadium. Preparation and execution on the field requires that both follow a unified playbook, or strategy, as well as actively collaborate and continuously communicate with one another. Ultimately the team strives to achieve success; the offense scores, HUMINT collection, while equally important the defense prevents the adversary from scoring, CI preventing adversary collection.

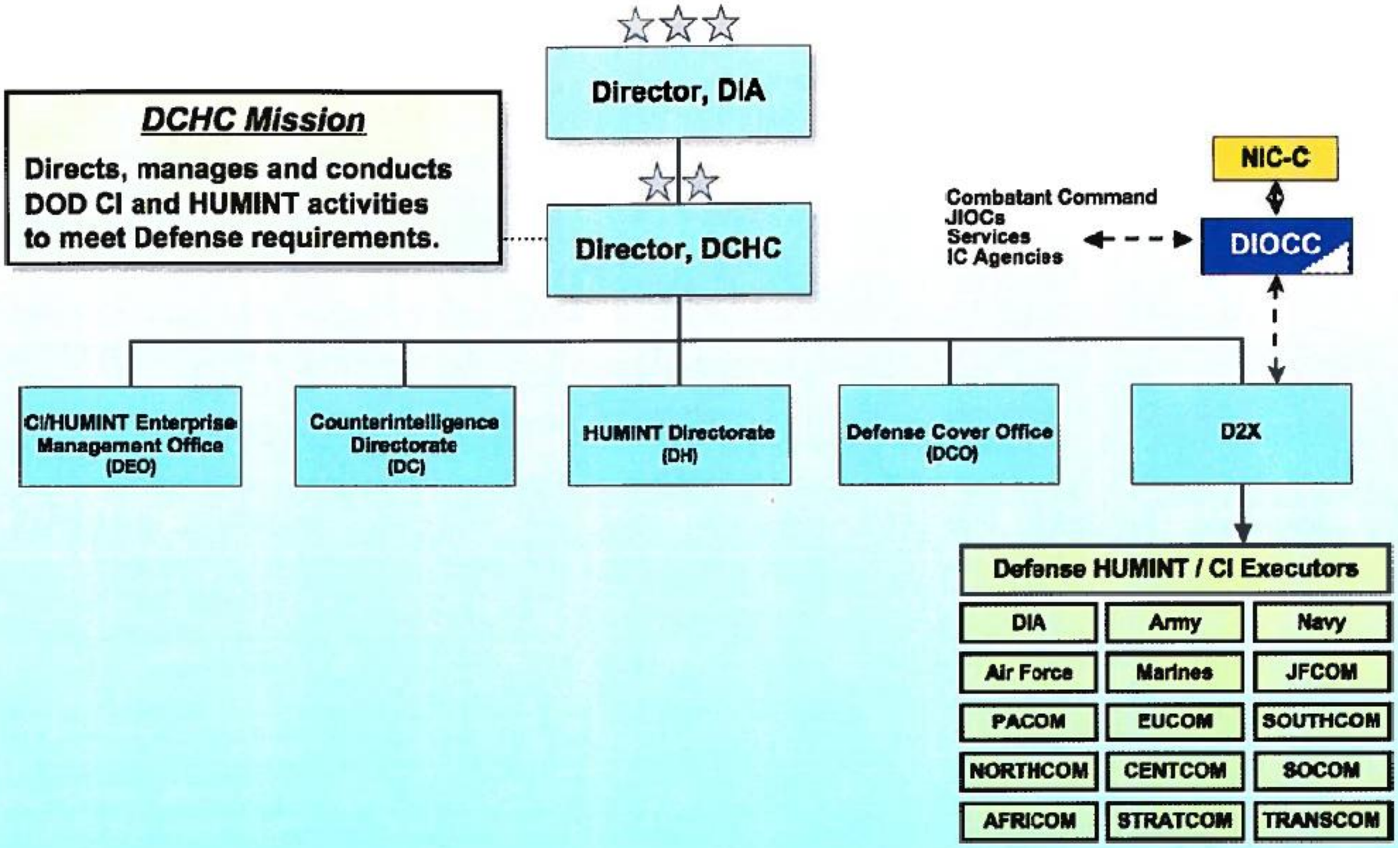
Unlike a football game, both CI and HUMINT play simultaneously and for these two critical disciplines the game never ends, thus highlighting the importance of persistence, endurance, innovation and more importantly teamwork.

"The functions of CI and HUMINT have similarities in which we can integrate and gain efficiencies while ensuring the unique functions of each discipline remain intact and separate," Nicholas said. "This is why we created the Directorate for Counterintelligence (DC) within the center to provide the proper focus to defense CI functions for the community." Prior to DCHC, the Directorate for HUMINT (DH) existed within DIA and now resides in the center.

In addition to DC and DH, the center has three other components: the D2X Special Office, Defense Cover Office (DCO) and

HUMINT: A category of intelligence derived from information collected and provided by human sources.

CI: Information gathered and activities conducted to identify, deceive, exploit, disrupt, or protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations, persons, or their agents, or international terrorist organizations or activities.


DCHC Mission
Directs, manages and conducts DOD CI and HUMINT activities to meet Defense requirements.
Director, DIA
Director, DCHC
NIC-C
Combatant Command
JIOCs
Services
IC Agencies
DIOCC
CI/HUMINT Enterprise Management Office (DEO)
Counterintelligence Directorate (DC)
HUMINT Directorate (DH)
Defense Cover Office (DCO)
D2X
Defense HUMINT / CI Executors
DIA
Army
Navy
Air Force
Marines
JFCOM
PACOM
EUCOM
SOUTHCOM
NORTHCOM
CENTCOM
SOCOM
AFRICOM
STRATCOM
TRANSCOM

the CI/HUMINT Enterprise Management Office (DEO).

Led by Acting Deputy Director William "Boo" Edwards, DC oversees DOD CI and counterterrorism operational investigations and provides CI support to HUMINT operations, as well as all-source analytic support to the DOD CI community. DC brings together the CI efforts of the agency as well as those from the former Counterintelligence Field Activity (CIFA), which merged into DIA as part of the establishment of DCHC. DIA had already been performing CI enterprise functions — strategic analysis and production, CI requirements management and CI support to the Joint Staff, and support and oversight of the CI staff officers at combatant commands. In addition, CIFA was providing operational CI support functions to include the management of operations and investigations, friendly force and adversarial situational awareness, and force protection support to DOD components.

DH continues to plan and conduct DOD HUMINT operations and centrally direct and manage DIA HUMINT personnel, to include the Defense Attaché System, DIA overt and clandestine collection field sites, contingency platforms and document exploitation. William Huntington remains the deputy director for HUMINT.

Previously part of DH, DCO, under the leadership of Robert Willis, now resides under DCHC and will continue to execute defense cover programs on behalf of DOD.

The two enterprise-focused elements within DCHC are D2X and DEO.

D2X is the defense-level equivalent to the J2X CI and HUMINT staff element structure within the combatant commands and services. D2X, under the leadership of Thomas Gandy, was established to coordinate, de-conflict and

synchronize DOD CI and HUMINT activities globally. Its responsibilities include, among other things, situational awareness, requirements tasking, technical support, source registration and de-confliction, intelligence planning, and leading the development of integrated precision targeting strategies for hard targets.

DCHC's creation follows on the heels of the stand up of the Defense Intelligence Operations Coordination Center (DIOCC). DIOCC manages intelligence operations across defense intelligence and serves as DOD's entry point into the National Intelligence Coordination Center. DCHC, via D2X, will be closely linked to DIOCC, serving as the defense liaison for all CI and HUMINT collection requirements validated by DIOCC and tasked to DOD CI and HUMINT organizations. DCHC will also serve as the direct entry point for all other CI and HUMINT intelligence operation requirements, including operational communications, targeting and technical support.

"The functions of CI and HUMINT have similarities in which we can integrate and gain efficiencies while ensuring the unique functions of each discipline remain intact and separate."

DEO, under the leadership of Michael Pick, combines the community program management functions of the former CIFA and the former Defense HUMINT Management Office and is responsible for managing commonalities across both disciplines. This includes overseeing DOD CI and HUMINT long-range planning; policy, doctrine, training and professional development; resource and performance management; and technology development.

DEO establishes and implements the means, mechanisms, policies, procedures and plans necessary for the director of DIA to lead, manage and direct DOD CI and HUMINT communities as horizontally integrated enterprise operations.

As a defense-level organization, DCHC will provide greater organizational alignment with CIA's National Clandestine Service, FBI, Department of Homeland Security, the combatant commands and services.

DCHC will lead, direct and centrally manage the DOD-wide CI and HUMINT enterprise in close collaboration with each of the services, combatant commands and the national community. Equally important, the center will serve as an advocate for and ensure support to each of the CI and HUMINT executors — Army, Air Force, Navy and the combatant commands. This will be accomplished via established linkages to all, thus facilitating necessary and continuous coordination and de-confliction with all throughout the enterprise.

"We have an organization that can represent all of defense CI and HUMINT capabilities and requirements to Congress, other members of the intelligence community, and all internal and external stakeholders. DCHC provides unified strategic direction, requirements management and prioritization," Nicholas said.

Students Exercise their CRISIS PLANNING SKILLS

By Chris G. Marshall and Kris A. Young, MC

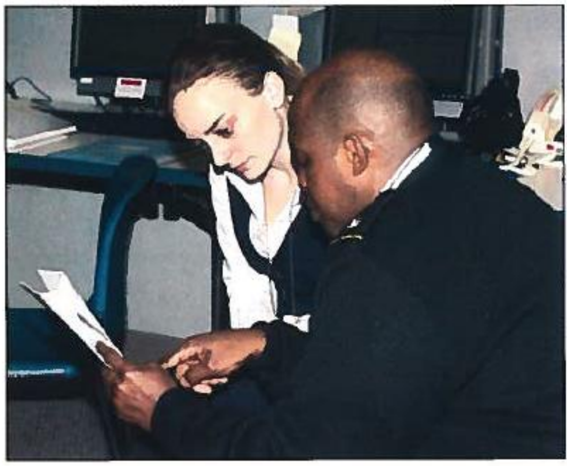


Photo submitted by MC

NDIC student Vanessa Holder assists an Army War College student as he prepares to brief a retired U.S. ambassador playing the role of a U.S. special envoy to a war-torn developing region.

During the 2007 winter term, National Defense Intelligence College (NDIC) students explored the application of intelligence to operational and strategic crisis planning. After eight weeks of rigorous preparation, the course culminated in student participation in a six-day U.S. Army War College (USAWC) Strategic Decision Making Exercise (SDME) at Carlisle Barracks, Pa. The exercise provided a complicated and demanding laboratory for students to apply the theories and concepts learned at NDIC.

To prepare for the exercise, NDIC students are required to conduct in-depth studies of the National Security Strategy, National Military Strategy and all applicable joint publications, and understand intelligence support to crisis action planning from Phase I, situation development, through Phase VI, execution. Students must become familiar with the ever-changing "interagency process" and those forces that drive senior civilian decision-making in a national-level crisis environment.

The exercise allowed NDIC students to experience the operations and intelligence relationship in a dynamic setting, while interacting with the future leaders of government, armed forces and the intelligence community. Students participated in an interactive set of multi-level, political-military situations, applying the diplomatic, information, military and economic elements of national power to the full range of possibilities. These included contingencies, humanitarian and peacekeeping operations, coalition and joint task force building, and war.

NDIC students were also able to observe and contribute to mock press briefings, congressional hearings, VIP briefings/visits, negotiations and policy coordination committee meetings. Students were assigned to cells replicating our decision-making architecture to include the National Security Council; the Office of the Secretary of Defense; the Joint Chiefs of Staff; and the European, Southern, Pacific, Central and Northern combatant commands. Students were designated as the senior or deputy intelligence person in the cell and acted as equal partners within the framework. Contributions to each of these cells included a morning intelligence briefing

During the exercise MAJ Steven Talbott, foreground, works with the student "Joint Staff" on military deployment options for the "Secretary of Defense."

Photo submitted by MC

delivered to the cell's senior personnel and continuous intelligence support to operations.

Additionally, NDIC students were instrumental in helping USAWC students understand second and third order effects of their decision-making within the context of the exercise and the real world. Every cell operated in its own unique capacity, but all USAWC students appreciated the contributions made by NDIC students as they were challenged with time-constrained decision-making and evaluated various options in a rapidly evolving situation. USAWC students listened to the input and feedback from the NDIC students and frequently would not make decisions until they received this information and assessments.

This is the 11th consecutive year that NDIC students have participated in USAWC SDME. The USAWC students and staff were again delighted with their performance and lauded the expertise and knowledge NDIC students provided. The exercise proved to be a unique experience for NDIC students who will soon be in positions that could directly affect strategic and operational issues.

DS Provides HIGH-SPEED CONNECTIVITY to the Tip of the Spear

By LTC Philip Kwong, DS

Hazardous, austere and unstable areas present our intelligence operators at the tip of the spear with a monumental obstacle — the lack of robust communications. In the past when operators obtained intelligence it required hours or days to send it to the warfighters and national decision-makers, making actionable intelligence nearly impossible.

The Defense Intelligence VSAT Network (DIVN) resolves this problem by reducing the transmission time from days and hours to minutes or seconds. DIVN fundamentally changes how we conduct our intelligence business by providing connectivity to the edge at the speed of light.

DIVN is a secure, satellite-based communications system that connects intelligence users to the DoDIIS enterprise in areas where stable terrestrial connectivity is unavailable. By using leading-edge satellite communication and network technologies, and integrating off-the-shelf equipment, DIVN provides reliable, affordable and responsive solutions to users throughout the DoDIIS enterprise and the intelligence community.

DIVN is a family of modular, very small aperture terminals (VSATs) that come in a variety of sizes, ranging from the 8.5-inch Broadband Global Area Network, to our largest 1.8-meter satellite dishes. This family of systems recognizes that deployed users have different operational requirements and need a tailored solution. Whether the requirement is for something truly "man-portable," or to support an entire tactical operations center, DIVN fits the need.

Speed matters and DIVN provides the fastest throughput available on a commercial VSAT. With a blazing upload speed of up to 4 megabytes per second (Mbps) and a screaming download speed of more than 40 Mbps, DIVN routinely downloads a 280-megabyte file in 68 seconds.

DIVN operates from two hubs located at the Pacific and European combatant commands, offering worldwide coverage. By using frequencies, which offer resistance to atmospheric variation and weather attenuation — i.e., rain fade — DIVN is able to maintain highly reliable information transport through the roughest weather.

Capitalizing on innovation from the field, DIVN integrated two of the most successful VSAT programs into one network. The Combined Intelligence VSAT Network — Korea has been in continuous operation since 2003, and Europe's Joint Fly-Away Intelligence Relay System has been operational since the Balkans. By integrating these two programs, DIVN achieves greater capability by using the best features of both and provides coalition networks and services like SIPRNet, NIPRNet, JWICS, Voice over Internet Protocol, the Defense Switch Network, video teleconferencing and streaming unmanned aerial vehicles video. If DIA provides it, DIVN can transport it to wherever the operator needs it.

DIVN is not intended to replace service components satellite communication systems or terrestrial fiber, but rather to complement them to better meet operational requirements. Keeping the intelligence operators' needs in mind, DIVN continues to explore world-class technology to provide solutions for today's needs.

For more information about DIVN, contact LTC Philip Kwong, chief of DIVN operations:

Open	(202) 231-8689
DSN	428-8689
VoIP	982-3054
NIPRNet	Philip.Kwong@dia.mil
SIPRNet	dikwopx@dia.smil.mil
JWICS	dikwopx@dia.ic.gov

The nature of intelligence has changed. More than ever before, tactical developments have strategic implications. Our warfighters and national decision-makers require actionable intelligence from the front line at nearly real-time. By connecting to the tactical edge at the speed of light, DIVN makes this a reality.

Robert T. Cardillo, DI

What changes, improvements or new services can your customer(s) expect to see in the coming year?

The Directorate for Analysis (DI) is working closely with the Directorate for Intelligence (J2) to improve our support to all customers in the Pentagon. Our discussion includes the role of the National Military Command Center watch positions, the content and format of the chairman's daily intelligence brief, the execution of the warning function and the J2 Executive Support Division's (J2E's) support to the president's administration transition.

DI is striving to improve our responsiveness to this very important customer set. At the same time, we need to execute these responsibilities in the most efficient manner possible to ensure that we have sufficient analytic bandwidth to support the combatant command and service needs, in addition to accomplishing strategic research goals. Achieving the right balance is not a simple equation — rather it involves a lot of hard choices. BG (P) Michael Flynn, director for intelligence, and I are committed to working together in the months ahead to make progress, evaluate results and adjust as needed.

The Customer is ALWAYS RIGHT

By Kristin L. Alexander, NMEC

Customer service isn't just another aspect of our daily business at the National Media Exploitation Center (NMEC); it's a vital component of the center's mission. NMEC has a diverse set of customers who are actively engaged in the Global War on Terror (GWOT) and homeland defense. These roles necessitate the provision of timely, accurate and relevant intelligence to satisfy priority information gaps and leadership decision-making. NMEC, augmented with liaison officers from the various communities it supports, is uniquely postured to satisfy intelligence needs and provide information gleaned from the exploitation of captured or seized media.

The key to NMEC's success is strengthening relationships with partner organizations while creating opportunities to incorporate additional members. The NMEC Customer Outreach Element employs an education outreach program to engage potential customers, explain NMEC capabilities and inform customers on how these capabilities can be applied to satisfy their intelligence needs. As a result of these outreach methods, and under ideal circumstances, new partner organizations will use media exploited by NMEC to produce actionable intelligence to support defense and law enforcement entities engaged in operations worldwide

Liaison elements at NMEC have direct access to media stored at the center and can focus exploitation and reporting tailored to impact ongoing operations and steer future collection. The Customer Outreach Element coordinates to provide newly assigned liaison officers with required tools and requisite training to meet their exploitation needs.

DIA intern Kristin Alexander provides a document and media exploitation tool utilization briefing to liaison officers: (front row) Tim Morrison, John Duncan, Donna Bevis, (second row) Robert Didi and Dr. Gregory Mahoum-Nassar.

Photo by Robin McGreer, NMEC

NMEC collaborates with many agencies across the defense, intelligence and law enforcement communities, and continues to explore opportunities for expanding customer support. Media and related community databases populated

by NMEC are providing critical insights to organizations engaged in the GWOT. Applying limited linguist resources and locating original documents for use in legal proceedings are among the essential tasks performed by NMEC's Customer Outreach Element and allow analysts to focus on their analytical mission. The Customer Outreach Element is continuously looking for the right customers who can join NMEC as a partner or liaison and apply its capabilities to satisfy the most challenging intelligence needs.

IMPROVING Acquisition Services

By the Acquisition Executive Business Process Reengineering Team, AE

If you prepare purchase requests (PRs) you are undoubtedly aware that DIA's transition to the Financial Management Solution, Financial Accounting and Corporate Tracking System, and the Contract Management System (CMS) brought unintended consequences to the agency's acquisition processes. The requirement for "line item accounting" and PR to purchase order reconciliation — a key financial audit requirement — dramatically complicated the steps required to prepare PRs and complete procurement actions. Fiscal year 2008 was resource intensive and frustrating for many involved in the acquisition process.

Significant steps are being taken to improve acquisition services, including the replacement of the Purchase Request Electronic Support System (PRESS). Audit requirements of the Chief Financial Officer Compliance Act are driving both business system and procedural changes. Refinement of our "procure to pay" process is essential to DIA achieving a clean financial audit opinion, and, as a result, expect to see more changes during the next few months.

The first major change in processing PRs comes with DIA's decision to replace the legacy PRESS application with a more robust tool, the "request" component of CMS. This component not only supports the current functionality within PRESS but also includes additional features to simplify acquisition planning, requisition, processing and approval. It will significantly enhance operating efficiencies throughout the acquisition lifecycle, enable much needed transparency and leadership oversight, and support-sustainable "auditability"

Maj Gen James A. Whitmore, DJ

What changes, improvements or new services can your customer(s) expect to see in the coming year?

The Defense Intelligence Operations Coordination Center (DIOCC) facilitates three working groups designed to support and improve Department of Defense (DOD) intelligence planning, emphasizing processes, tools and training within the intelligence community (IC) to support the development and execution of combatant command plans and operations. These working groups also provide forums for combatant command representatives to provide suggestions and requirements on how the national-level IC can better support them.

Information gathered during these working groups is submitted to the Intelligence Planning Implementation Team, which is part of the intelligence planning governance structure tasked to improve communications and actions between DIOCC, the Directorate for Intelligence (J2), Office of the Undersecretary of Defense for Intelligence and the combatant commands. This information is evaluated by the team who then executes the working group's efforts ensuring integration into DOD's overall adaptive planning and execution system.

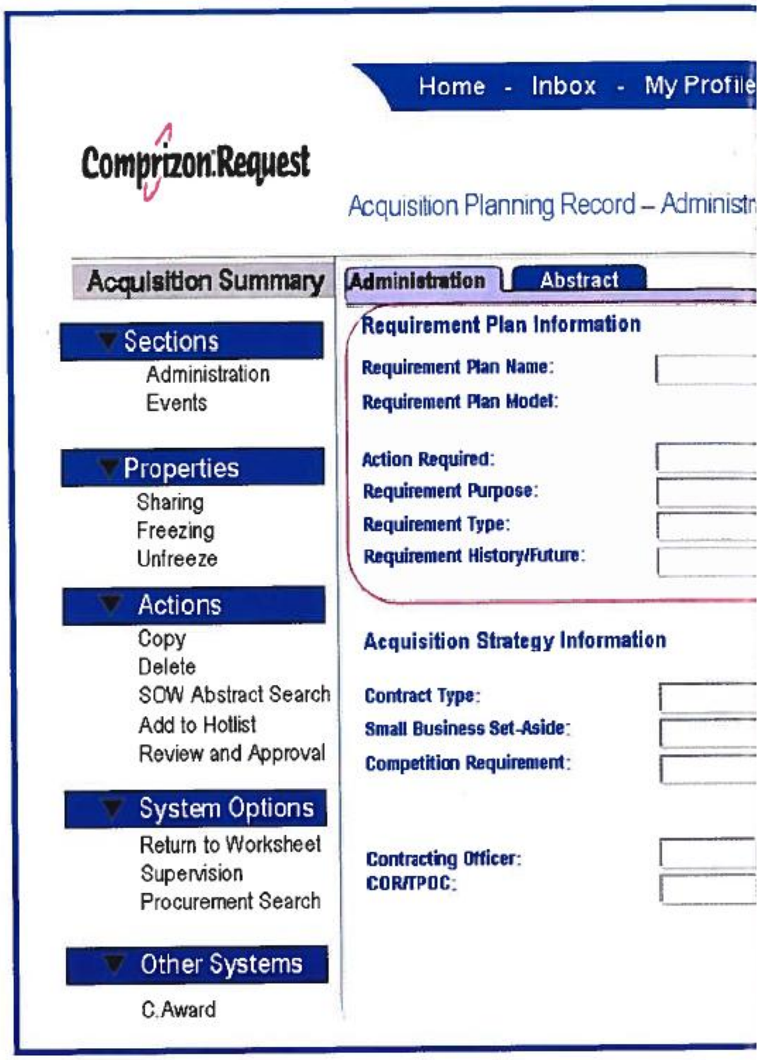
of the agency's end-to-end acquisition and procurement process.

DIA's CMS implementation is an integrated system that provides the basis for developing a responsive, customer-focused acquisition process. The goal is to leverage technology and skilled functional expert knowledge to provide optimized solutions to acquisitions and contract management across the acquisition lifecycle, which includes requirements planning to contract award, administration and management, and contract closeout.

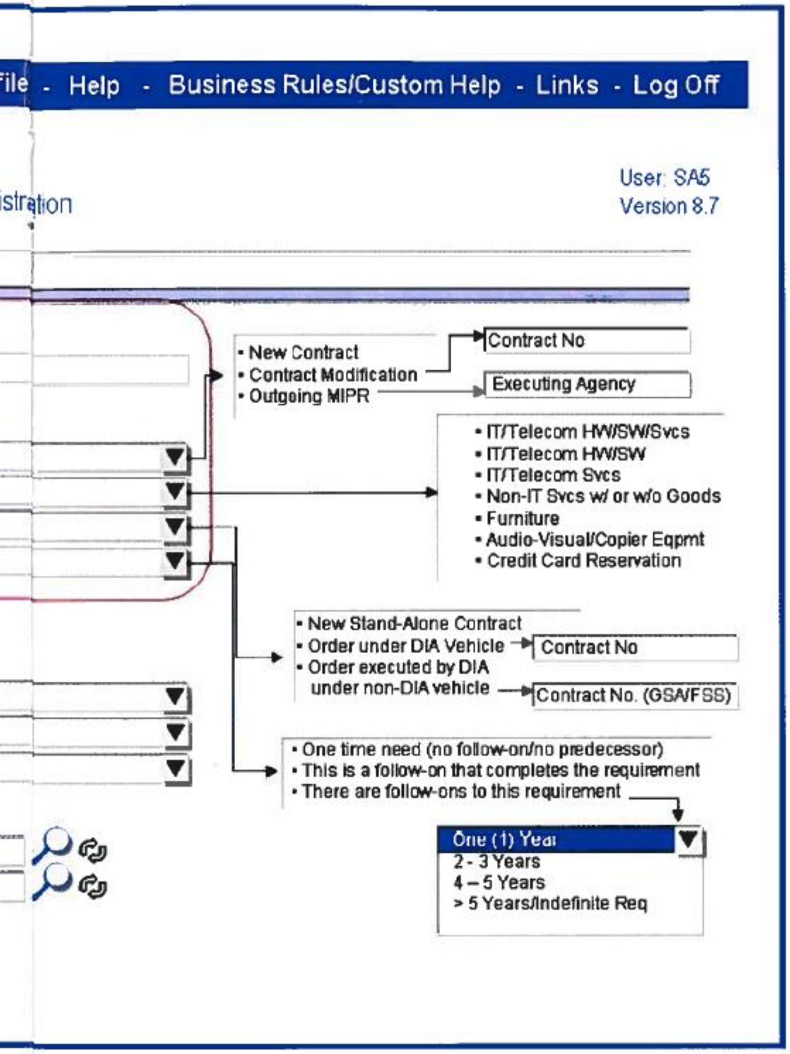
CMS will be implemented this July; the PRESS application will be used to process fiscal year 2009 PRs through the end of the fiscal year. CMS will exclusively be used for processing fiscal year 2010 requisitions.

Implementation of the CMS request module brings expanded functionality that supports the upfront planning and collaboration activities for future acquisition requirements; requisition submission; credit card registry; and contract development, management and administration. Similar management functions will be provided for Military Interdepartmental Purchase Request generation and management at a later update.

An online acquisition planning record (APR) will be the starting point for any requirement. APR facilitates collection of requirements details and provides workflow capabilities to aid and track collaboration between the "requisitioner" and the agency organizations that support procurements: contracting specialists/acquisition subject matter experts (SMEs), and logistics, security and information technology SMEs. Contract line item numbers (CLINs) can be developed in APR by importing them from a spreadsheet, selecting from an online catalog or referencing a previously awarded contract and importing the CLIN(s) from that award directly into APR.


Home - Inbox - My Profile
ComprizonRequest
Acquisition Planning Record – Administr
Acquisition Summary
Administration
Abstract
Sections
Administration
Events
Properties
Sharing
Freezing
Unfreeze
Actions
Copy
Delete
SOW Abstract Search
Add to Hotlist
Review and Approval
System Options
Return to Worksheet
Supervision
Procurement Search
Other Systems
C.Award
Requirement Plan Information
Requirement Plan Name:
Requirement Plan Model:
Action Required:
Requirement Purpose:
Requirement Type:
Requirement History/Future:
Acquisition Strategy Information
Contract Type:
Small Business Set-Aside:
Competition Requirement:
Contracting Officer:
COR/TPOC:

CMS will provide an accelerated requisition process that focuses on the formal approvals and financial actions required to coordinate the requisition. The requisition is automatically produced using data and documentation collected, prepared and coordinated from the acquisition planning process — APR and its enclosures constitute the requisition.


File - Help - Business Rules/Custom Help - Links - Log Off
istration
User: SA5
Version 8.7
• New Contract
• Contract Modification
• Outgoing MIPR
Contract No
Executing Agency
• IT/Telecom HW/SW/Svcs
• IT/Telecom HW/SW
• IT/Telecom Svcs
• Non-IT Svcs w/ or w/o Goods
• Furniture
• Audio-Visual/Copier Eqpmt
• Credit Card Reservation
• New Stand-Alone Contract
• Order under DIA Vehicle
• Order executed by DIA under non-DIA vehicle
Contract No
Contract No. (GSA/FSS)
• One time need (no follow-on/no predecessor)
• This is a follow-on that completes the requirement
• There are follow-ons to this requirement
One (1) Year
2 - 3 Years
4 – 5 Years
> 5 Years/Indefinite Req

CORs and technical points of contact (TPOCs), as well as program managers responsible for execution oversight including those managing inter-service support agreements sent to external organizations for fulfillment, will use CMS for:

- Performing acceptance of products and goods.
- Acknowledging receipt of service contracts deliverables.
- Attaching soft copies of deliverables to the contract file.
- Performing contractor performance evaluations as required by the Federal Acquisition Regulation (FAR)/Defense FAR Supplement.
- Maintaining a record of government furnished equipment or equipment purchased by the contractor to perform the contract.
- Maintaining a record of invoices received and certified for payment.
- Attaching soft-copy invoices to the contract file.

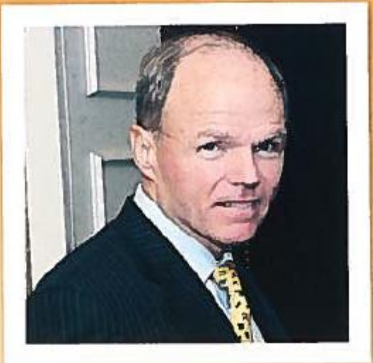
Throughout the contract management and administration process, CORs and TPOCs will receive e-mail action alerts in response to various events.

The government purchase card (GPC) recording functionality in PRESS will be replicated in CMS. This capability will focus on the recording of all GPC transactions and their approval by billing officials prior to purchase, much as it is accomplished in the PRESS application today.

Full implementation of CMS and the retirement of the PRESS application is a significant undertaking and requires an extensive change for management and training efforts. Townhalls and work sessions with directorate and special office points of contact and potential system users are being conducted. Training development efforts are underway for training via the Joint Intelligence Virtual University virtual classroom. More information can be found at the team's Web site at http://diateams.ne.dodiis.ic.gov/sites/AE/cwsi/PR/default.aspx.

Stewart R. Barnett, IE

What changes, improvements or new services can your customer(s) expect to see in the coming year?



The Office of International Engagement (IE) seeks to build DIA relationships with knowledgeable and capable foreign partners to enhance access to information and perspectives. IE evaluates DIA's foreign intelligence relationships, proposes actions to strengthen them and formalizes these relationships through the creation of intelligence agreements. IE's protocol and executive liaison supports the secretary of defense, chairman of the Joint Chiefs of Staff, and the director of DIA with foreign counterpart visits, which provides an atmosphere where leadership can promote Department of Defense foreign engagement strategy with key allies and coalition partners, and foster internal and external relationships.

As part of the director of national intelligence's 500 Day Plan for better management of intelligence relationships, IE is a key participant in the development of U.S. intelligence community (IC) country strategies and the implementation of an IC-wide database for information on foreign intelligence relationships. This database will allow for improved IC collaboration and coordination of international intelligence engagement, foreign visits and foreign travel of IC principals. In addition, it will also offer a repository of biographies, correspondence and other documents related to foreign intelligence relationships.

Found in TRANSLATION

By Sachiko I. Takahashi, DS

My name is Sachiko Takahashi and I am an information technology (IT) specialist at DIA's Directorate for Information Management and Chief Information Officer Pacific Regional Service Center (DS/DSO-3) in Honolulu. This past May I was given the opportunity to step outside of my daily routine and act as a translator for a U.S.-Japanese investigative team in search of the remains of Japanese soldiers missing in action (MIA) from the World War II Battle of Attu in the Aleutian Islands. Our search would follow on the heels of an earlier search conducted the previous summer on Attu Island.

Photos by Sachiko I. Takahashi, DS

The team examines the largest mass grave from the Battle of Attu.

Flying from Honolulu to Alaska to Kodiak Island, I was very excited about being able to take part in this historic opportunity. While settling into my seat, I saw two Asian males on my right, and another on my left. I asked one of them, "Do you speak Japanese?" He answered "Yes." I asked if he was from the Japanese government; he said, "I'm not, but those two gentlemen are," and pointed to my right.

The two left boots that contained the foot bones of Japanese MIA soldiers.

One of the men answered, "My name is Michi. I'm a tour conductor hired by the Consulate General of Japan in Anchorage to accompany them to Attu." The other two were Hiroshi Sato and Kazuyuki Oshiyama from Japan's Ministry of Health, Labour and Welfare, who were working with U.S. officials to discover and excavate Japanese remains from the Battle of Attu for reburial. Also on the flight, and joining the team, were eight U.S. Army soldier volunteers from Fort Richardson, Alaska, led by CPT Kurtis Schaaf.

A few short days after arriving in Kodiak, we met up with the rest of our joint team at the Kodiak Coast Guard headquarters. There I translated a welcome speech from CAPT Mark Carmel to Japanese government delegates. When the captain said that the story of the loyalty and bravery of the Japanese soldiers at Attu had been retold to our own soldiers as an example of courage and determination, Sato looked at him and nodded many times. Carmel continued and thanked the Japanese government for its support of the U.S. MIA investigation in Iwo Jima.

Before boarding our C-130 to Attu, someone mentioned a need for last-minute shopping. Michi, who was a professional Alaskan 16-dog sled racer, suggested I pick up some knee-high rubber boots, sunglasses and waterproof gloves before heading to Attu. He was right. The new waterproof utility boots I had brought along with me would not have been of much use on the Attu tundra, still deeply covered in snow. The temperature in Attu was around 30 degrees, with icy rain that could easily lead to frostbite.

After a turbulent, noisy flight from Kodiak to Attu, we were greeted by the U.S. Coast Guard. During the next several days, accurate language translation helped to resolve conflicts between the U.S. and Japanese maps being used by the team.

Our mission began on Attu. Using maps prepared by the previous search team and records from the Coast Guard headquarters at Loran Station, the team started its search near three known mass graves where the previous team had found two left boots containing foot bones and a leather pouch with a faded inscription of the Japanese name Kishi. The mass graves lay in a snow-covered area on the east end of the island. To reach the area, the team had to ride on a tracked vehicle, which was flown into Attu. The area surrounding the excavation site was remote and covered in deep snow, which prevented the team from using normal excavation equipment and forced them to use shovels, pickaxes and buckets to explore the site. These remains were returned to the Japanese government this year.

The days and nights were foggy as the team dug through frozen ground by hand. On May 16 the team located its first set of remains. Sato and two U.S. soldiers decided the most respectable way of transporting the remains was to have them sealed and escorted back to Japan.

A week later, on May 23, the team picked up and walked north. With the aid of GPS, the team followed a Japanese map to a grassy tundra where it uncovered the remains of two Japanese soldiers in wooden boxes, likely buried there by their comrades during the battle. These remains were reburied in order to be recovered by a later mission.

After completing the mission, I translated for Sato during his interview with the Associated Press. "I am very happy and satisfied that everybody's effort resulted in something that we all can appreciate," he said. "Our intention is to bring home as many remains as possible. I would like to keep coming back."

Ultimately, the mission's future is uncertain. The Japanese government requires personnel and logistical support from the U.S. government to continue its search. Who would have thought that the same country that waged a 19-day bloody campaign would now work with its former enemy to return the remains of missing soldiers to their homeland? These soldiers were sent to this remote island by military order and were not allowed to surrender, even after all support lines had been completely cut off. Sixty-five years later, on this same island, we witnessed history, still waiting for its closure.

NMEC Strives for 'Legendary' CUSTOMER SERVICE

By Roy I. Apseloff, NMEC

Sam Walton, founder of Wal-Mart, once declared that his intent was to provide customer service that "was not just the best, but legendary." It was this attitude about the centrality of customer service that transcended merely being the best, and turned Wal-Mart into one of the great business stories of our time.

Although discount retail and document and media exploitation (DOMEX) may appear conceptually miles apart, Walton's customer service mindset is interwoven into every operational decision of the National Media Exploitation Center (NMEC). DOMEX is a complex and evolving mix of technologies, linguistics, analysis and customer needs. The intelligence products that result are not only used by a growing list of national and local customers, but the products respond to the mission needs and aspirations of those customers.

NMEC leaders discovered early in the developmental stages of the DOMEX exploitation systems that each customer — i.e., each agency and mission function requiring DOMEX — needed a focused, tailored product. For example the mission needs of the Joint Improvised Explosive Device Defeat Organization, those of detainee and information operations or general purpose or special operations forces vary significantly, and each activity's DOMEX needs were best satisfied by tailoring the exploit processes. That tailoring was crafted by engaging every customer at each operating level, from senior leadership through mission functionary.

This engagement involved careful attention to customer needs. It embraced customer participation in the DOMEX process by creating opportunities for customers to participate in the

exploitation process and the operations management of NMEC. The result is a level of organizational intimacy that eclipses the usual sense of a "customer-focused" organization. NMEC goes beyond delivering a product to a customer — it integrates the customer into the production of the product itself.

This approach has several distinct advantages that derive from the nature and attributes of collected media. In the DOMEX context, the term collected refers to captured or seized documents and media. The sheer volume of data with intelligence potential continues exponential growth driven by expanding customer requirements, increases in the numbers of collected computation devices and technical advances in storage media. This volume, now eclipsing 2.5 quadrillion words, is a veritable sea of data that can only be meaningfully searched from multiple mission perspectives. Each mission activity that joins NMEC mines the data using NMEC exploit resources and their mission expertise to respond directly to their mission objectives. The results are astonishing numbers of intelligence successes that immediately satisfy operational requirements.

However, not every customer wants or needs to be directly involved in the DOMEX exploitation processes. Nevertheless NMEC's emphasis on customer service seeks to anticipate and satisfy the broadest possible requirements. NMEC has undertaken several initiatives, including the establishment of an NMEC reporting element, which produces more than 1,000 intelligence information reports a year; and an NMEC collections management element to ensure homeland and priority intelligence requirements from the broad community are serviced.

NMEC works with the national Harmony database to ensure the widest distribution of its language and analytic products — including participation in working group forums that train and enhance the experience of the communities of Harmony users. These efforts are matched by NMEC's commitment to research and development focused on evolving the ability to search the data from multiple mission perspectives. NMEC, acting as the DOMEX service of common concern, engages the broad community by searching for and supporting the development of advanced exploitation tools.

NMEC customer service initiatives include the fine tuning of its cadre of linguists. With a keen understanding of the analytic public's need to have the content of collected media expressed in terms that quickly and accurately convey its intelligence content, NMEC has partnered with the Directorate for Human Capital Joint Military Intelligence Training Center (HC/JMITC). This partnership improves linguists' ability to identify the essential elements of intelligence content, but also succinctly convey that content in a manner appreciable to its analyst customers.

As the Global War on Terror continues to unfold, the importance of DOMEX only increases. The intelligence content of collected materials and the ability to exploit that content are spiraling upward. However, NMEC has demonstrated that making customer service the centerpiece of organizational development, and integral to each and every functional enhancement, is the critical difference between "being the best" and being "legendary."

NATIONAL MEDIA EXPLOITATION CENTER
Intelligence Community
delete
SUPPORT
shift
alt
option
control
command

A Framework for INTEGRATING CI and HUMINT Technology

By D. L. Lovato, DX

Not so long ago, defense counterintelligence (CI) and human intelligence (HUMINT) management were conducted mostly independently of each other, which created few opportunities for integrated technology programs, or other potential ventures and solutions.

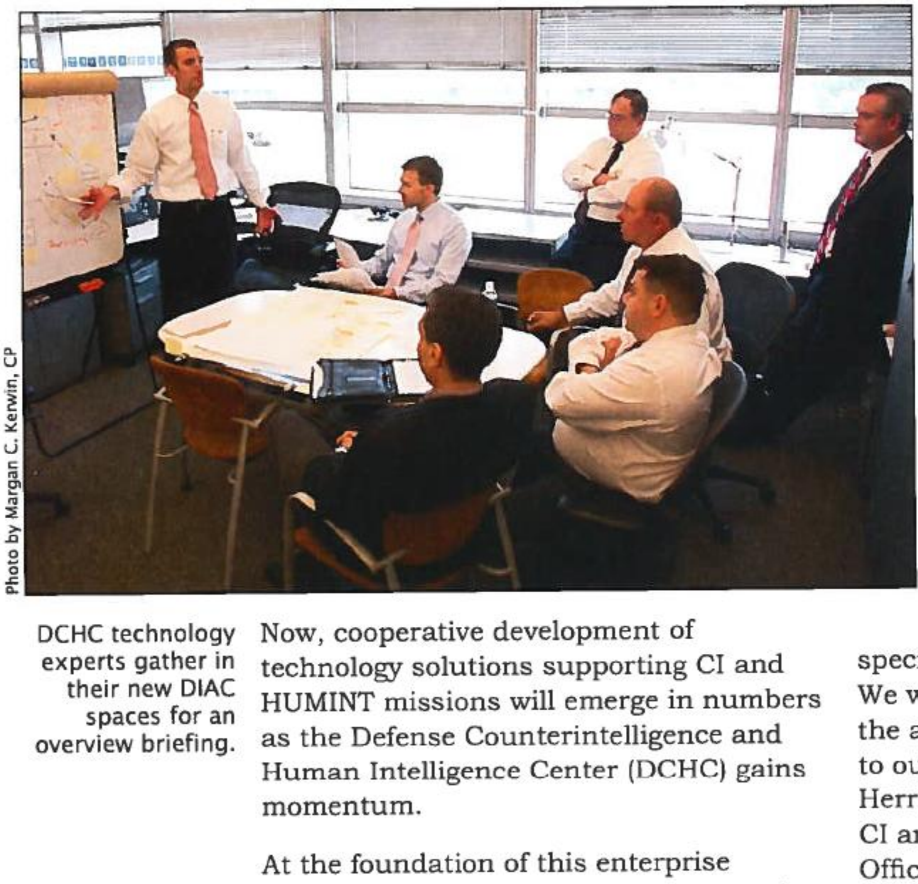


Photo by Margan C. Kerwin, CP

DCHC technology experts gather in their new DIAC spaces for an overview briefing.

Now, cooperative development of technology solutions supporting CI and HUMINT missions will emerge in numbers as the Defense Counterintelligence and Human Intelligence Center (DCHC) gains momentum.

At the foundation of this enterprise management is the technical framework, or systems architecture, for each discipline. To ensure that this chance to improve the mission success ratio is not missed, CI and HUMINT technology specialists and managers are joining together in pursuit of needs-driven initiatives supported by an integrated architecture. This framework also supports effective and timely technology discovery, technology transfer and insertion, paired with sound management and governance structures. The newly-formed partnerships and associations created within DCHC are an excellent starting point for the integration of previously separate activities.

"While traditionally we had concentrated our efforts in support of human intelligence IT [information technology] architecture capabilities, HUMINT technical operations, technology scouting and HUMINT enterprise technology program management, our newly instituted partnership and close cooperation with counterintelligence IT architecture and CI technology exploitation specialists, presents a huge opportunity. We will fully exploit our joint expertise for the advancement of needs-based support to our front-line customers," said Rick Herrick, chief of technology for DCHC's CI and HUMINT Enterprise Management Office (DX/DEO).

The way ahead is clear, as indicated by the creation of a single executive authority for CI and HUMINT governance and management oversight.

The newly arranged partnership of DIA's CI IT architecture functional experts with DEO's systems professionals has only been possible through the creation of DCHC.

"We could not accomplish our plans for integrated technology management were it not for the outstanding cooperation and support of the CI IT architecture folks," added Herrick. "Our DIA colleagues and friends should know about this important work."

Capabilities will be integrated following a careful assessment of the key requirements for the success of each community. A cooperative management approach will be taken to fold the requirements of each community into an integrated future architecture that meets the needs of both disciplines — one that prioritizes requirements and eliminates wasteful duplication of effort.

Enterprise IT solutions will be established as programs of record, fully meeting the Department of Defense standards for architecture and funding. Existing best-of-breed capabilities and support services, including integrated solutions for information sharing, enterprise standard reporting and requirements-management capabilities, will be thoughtfully introduced across the DCHC.

In the clutches of significant change lies opportunity. For some, the sense of uncertainty inherent in such a transformation may be unsettling at best; but it's likely that for most of our people, most of the time, the old saying that the "one constant is change" is much closer to the truth.

DIA is one more example of the continuous improvement necessary to address today's customer-driven mission and management needs in a time of war.

Grant M. Schneider, DS

What changes, improvements or new services can your customer(s) expect to see in the coming year?

In support of the defense intelligence mission, the three Directorate for Information Management and Chief Information Officer (DS) focus areas are reconnecting with the customer, decreasing time to market and maintaining operational excellence.

In 2009 DS will deliver an enhanced information technology (IT) infrastructure, featuring additional continuity of operations plan/disaster and data recovery capabilities, in alignment with Comprehensive National Cybersecurity Initiative requirements. DS will also provide additional technology and process linkages across the business systems, e.g., finance, acquisition, personnel and logistics, which facilitate coordination among critical mission enablers. Additionally, DS will update IT systems through the capital equipment recapitalization program, which provides refreshed hardware to users across the enterprise on a regular basis.

Committed to organizational and operational transparency, DS will continue to work with DIA customers to identify, prioritize and process requests for IT goods and services. New requests will continue to be evaluated for mission-applicability, enterprise relevance and resource requirements across the intelligence lifecycle.

Video Services Team GOES WHERE THE ACTION IS

By Mandy D. Worley, DA

The Video Services Team of the Directorate for Mission Services Special Services Division (DA/DAN-2) is known for going the extra mile for its customers; whether it's filming in the wind and heat of a California desert or hanging out of a helicopter over the Atlantic Ocean. So when the National Media Exploitation Center (NMEC) requested a video about their operations in Qatar and Iraq, it was another opportunity for the accomplished team of video producers to say "Yes."

NMEC requested a training video to augment their monthly training course and showcase the document and media exploitation (DOMEX) six-step process and activities to future deployees. Student feedback received from NMEC's monthly DOMEX course for deploying personnel indicated a strong desire to see actual conditions and DOMEX activities underway in theater. The majority of personnel deploying to a Joint Document Exploitation Center (JDEC) or the Combined Media Exploitation Center Integrated Linguistic Activity — Doha have limited DOMEX experience and expressed great interest in seeing first-hand what the working and living environment is like in Qatar and Iraq, and how NMEC's role fits into the overall process. The video will also serve as a first-rate recruiting tool for potential volunteers, and will provide an excellent presentation at a variety of intelligence related forums.

Years of production experience taught the DAN-2 crew that the secret to a successful video involved thorough, up-front work. Producer Shannon Holley held preproduction meetings with NMEC staff and identified key points to communicate and potential opportunities for shots of the NMEC exploitation process. Once the framework was established, a professional scriptwriter created the flow of the story. This allowed the DAN-2 and NMEC crews

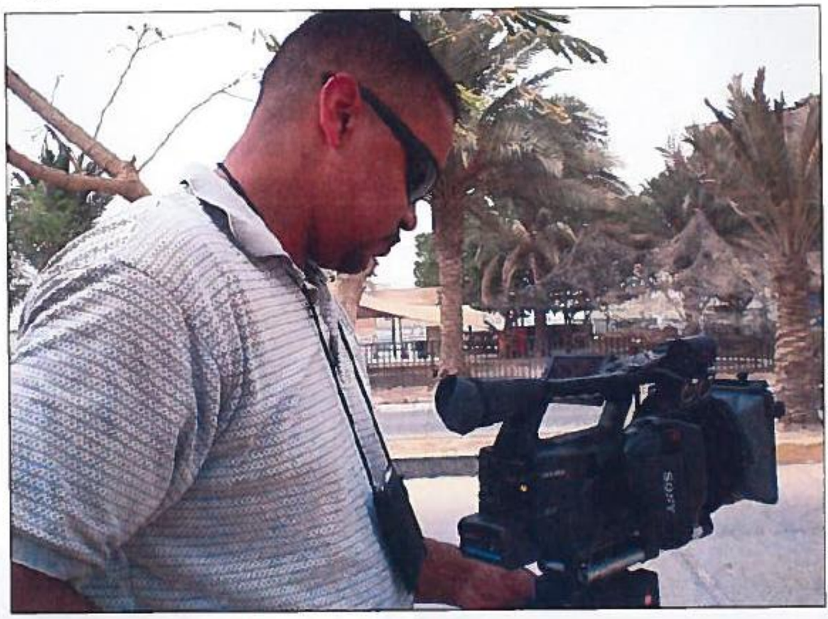

PO1 Donny Forbes filming for the NMEC video at Camp al Sayliyah, Qatar.

Photo by Shannon E. Holly, DA

Photo by PO1 Donny M. Forbes, DA

Shannon Holley films in workspaces for the NMEC deployment video.

to choose which shots would best tell the story and create a shooting schedule.

Prior to departure, Holley and PO1 Donny Forbes observed the state-side training NMEC provides to all deploying personnel, giving them a first-hand understanding of the overall media exploitation process. This proved valuable because it identified critical elements to capture on location.

In addition to the usual production "to do" list, the location for the shoot added a few new challenges. For example, the selection of the video production equipment was based on weight and ease of use, as well as the ability to withstand hot and sandy conditions. This was because video crews throughout the industry sometimes lose cameras and video cassettes due to the sand and grit of the desert. In addition, all equipment had to be approved for transport into the host countries, which can create delays in the event of clearance difficulties.

After the 22-hour flight and clearing through Qatari customs, Holley and Forbes hit the ground running and began shooting as soon as they arrived at the Combined Media Processing Center - Qatar (CMPC-Q) under the guidance of Renaldo Cade, CMPC-Q special project officer. CMPC-Q is based at Camp al Sayliyah and, in addition to exploiting all kinds of documents and electronic media, it stores captured materials from Operation Iraqi Freedom.

The video team shot in several locations, including accommodations for deployed personnel at Camp al Sayliyah. After a few days of shooting at CMPC-Q, Holley and Forbes packed up their equipment for the challenging trip to Baghdad and the Joint Document Exploitation Center - Iraq (JDEC-I). Flights into Baghdad fluctuate, and flight priority goes to military personnel and equipment. After an aborted attempt and several trips through Qatari immigration and customs, the team donned their Kevlar and body armor and were on their way.

Baghdad greeted the video team with 118 degrees and a mild sand storm. The first order of business was to reserve seats for the flight back to Qatar, since the conflict in Georgia had just begun and planes were being diverted to help. Fortunately, thorough preproduction efforts of the DAN-2 and NMEC teams took schedule changes into account, and while the timing would be tight with only a two-day stay, there was a plan in place.

Holley and Forbes met with the JDEC-I operations chief and set up a shooting program at the site for two days. Although many of the processes are similar to the Qatar operation, the specifics of the work location, accommodations and environment were much different. Since the video is intended to show potential deployees the work and living conditions, it was important to shoot this location in as much detail as Qatar. Working under the principle that you can never have too much footage, the team also taped one of Saddam Hussein's palaces and the Baath Party Convention Center located on Camp Slayer.

The NMEC video will soon debut to employees who are considering an assignment in Qatar or Iraq. The DAN-2 video team is up for any challenge and is ready to say "Yes" to your video project.

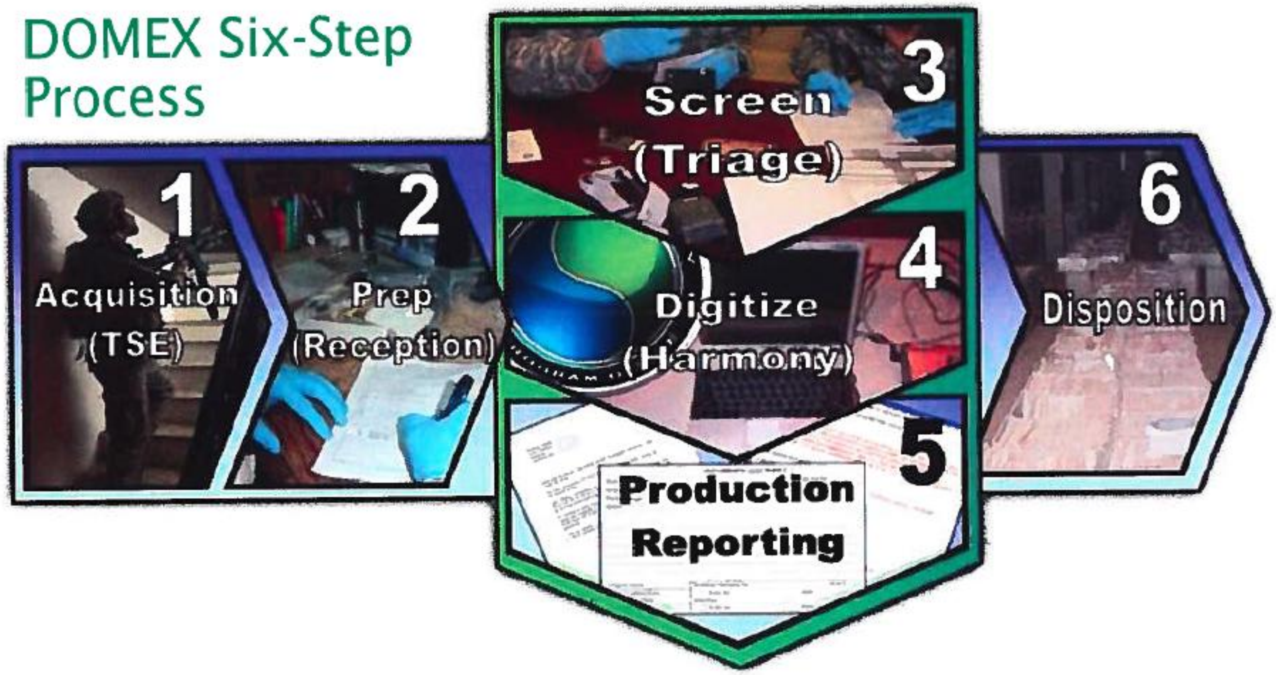
DOMEX Training: CUSTOMER SUPPORT through Mission Preparedness

By Roy I. Apseloff, NMEC

On the battlefields of Iraq and Afghanistan, intelligence is crucial to mission accomplishment. Inside the Beltway document and media exploitation (DOMEX) provides the vital strategic intelligence used to shape battlefields abroad. Much of this intelligence is gleaned from exploited materials that expose our enemies' capabilities, plans and intentions, and it serves both tactical military missions and criminal prosecutions. Due to our enemies' growing technology capabilities, DOMEX has become increasingly vital to the Global War on Terror, and, therefore, those performing the DOMEX mission must have relevant training to effectively exploit captured materials.

DOMEX is the processing, translation, analysis and dissemination of collected hard copy documents and electronic media under the U.S. government's physical control, but not publicly available. Within DIA the National Media Exploitation Center (NMEC) is responsible

DOMEX Six-Step Process



for ensuring the rapid collection, processing, exploitation, dissemination and sharing of all acquired and seized media throughout the intelligence, counterintelligence, military and law enforcement communities. Further, NMEC has the responsibility to train, equip and deploy personnel in support of DOMEX missions abroad.

The DOMEX training course, established in May 2005, is a joint DIA and Army National Ground Intelligence Center effort, taught at the DIA Readiness Center (DRC) in Landover, Md. The week-long course is designed to familiarize military, civilian and contract personnel with basic DOMEX processes. The course includes a broad overview of the Army Tactical DOMEX, Joint Document Exploitation Center and Combined Media Processing Center-Qatar missions as they relate to the overall DOMEX processes in operations Iraqi and Enduring Freedom.

Before classroom training, students complete a virtual DOMEX course that prepares them for the basic DOMEX process, terminology and related systems. Classroom training includes detailed overviews of the six-step DOMEX process, along with media exploitation and cell phone exploitation. The national Harmony database, the designated repository for all captured media, and its deployable applications are also explained to students. The course concludes with a cumulative practical exercise reinforcing the curriculum.

In the end students are well-trained and ready to support the tactical commanders on the ground and the strategic mission of the intelligence community.

Jennifer A. Lasley, CP

What changes, improvements or new services can your customer(s) expect to see in the coming year?

The Office for Congressional and Public Affairs (CP) has many initiatives we are pursuing with our customers, whether it's improving communications with our growing global work force or engaging with our newly elected Congress. One initiative in particular, is increasing our relationship with U.S. ambassadors. In partnership with DIA's representatives at the State Department, we are working to develop closer ties with ambassadors through initial orientation briefings and regular consultations during their diplomatic posting. Discussions include subject matter expert assessments of military and security activities in the country of interest, detailed information on the defense attaché office, and information sharing relationships that DIA may have with the country to which the ambassador is assigned. We started this effort in the last half of 2008, and we look to make it into a more robust program in 2009, especially as the Obama administration begins to make new diplomatic appointments.

PROFILES

The Communiqué staff interviewed two of the agency's departing "legacies" and asked them to share their career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Samuel W. CRAWFORD

Photo submitted by DI

Sam Crawford, center, was recognized at a DI picnic this summer.

How long have you been with DIA, and where have you worked within the agency?

I joined DIA in 1963 and have focused on order of battle/military industries intelligence ever since. I have been a part of DIA's various military industries offices during those 45 years, and I'm retiring from the Directorate for Analysis Military Infrastructure Office (DI/MIO) as a senior intelligence officer.

What are your fondest memories with the agency?

There are two things: working on major strategic plans while serving on the Modernized and Integrated Database (MIDB) panel and my farewell.

I enjoyed my farewell, not because I was happy to get out of here, but because of the things people said to me and gave me, especially a plaque thanking me for being a "mentor and friend." This echoed an important objective I've had while working for DIA — to create better analysts. I've always thought my job was to develop personnel, not just for MIO but for DIA as a whole.

What lessons did you learn throughout your career that you would pass on to others?

Always be inquisitive, because there are two sides to every story. Many things which seem mundane can turn out to be important, and vice versa. Be prepared to make judgments on a wide variety of subject areas; you need to be able to tie everything together and use some sources to confirm or deny others. Trust people. Delegate authority and support your employees, and you'll get a fine final product.

What would you consider to be your greatest contribution to DIA?

Without a shadow of a doubt, I would say developing better people and analysts.

What do you think has been the biggest challenge or had the biggest impact on DIA during your career?

DIA has grown so much since I started. Automation has been a huge change. Everything used to be done by hand, and when you made a mistake you had to start all over.

The work force has become more sophisticated recently. My first boss was a former Polish general who served as the chief of staff to the head of Polish forces in Italy during World War II. But as the Cold War progressed, only native-born Americans could obtain clearances. The agency began to look a certain way, but since Sept. 11, we have realized we need more people with different backgrounds and experiences.

Also, training has blossomed in all aspects throughout the entire agency.

Do you have any final words of wisdom you would like to share before parting with DIA?

When looking at a problem, develop a hypothesis, then find out more information and confirm or deny the

hypothesis by constantly checking and re-checking. Be ready to modify your assumptions. Walk in to every problem with an open mind. Treat sources as believable until proven otherwise — unless they are too far off. Don't be swayed by sweet words that have no background to them; I've seen that happen often.

Have the courage to say "no" to your subordinates and to your bosses. Sometimes you know better than they do, and you have to take a stand even if your career is on the line, as I have had to do.

David L. VIETS

How long have you been with DIA, and where have you worked within the agency?

I worked at DIA for 22 years before retiring in June. I started with the agency at Plaza West in Rosslyn, Va., where I worked in the Directorate for Administration Attaché Personnel Management Office supporting the Directorate of Operations. In 1989 we moved to Clarendon, Va., and the following year we were transferred to the Directorate of Attachés (Operations) and separated into the Attaché Training Management and the Attaché Personnel Management offices. Both offices were moved to Hanover, Md., when the Defense HUMINT Service was set up in 1995, and in 2000 the Attaché Training Management Office moved back to Clarendon. In 2004 I transferred from Attaché Training Management to HUMINT Training Management, and in 2005, when the Directorate for Human Capital (HC) was created, we were absorbed into the Office of Learning and Career Development (HCL) and moved to the DIAC.

What are your fondest memories with the agency?

One of my fondest memories was when I received feedback from a defense attaché office that the driving and situational awareness training we had arranged for an attaché and his wife was instrumental in her avoiding a car-jacking incident in the early 1990s.

Photo by Monica Y. Tullos, DH

David Viets, left, receives an award from Deputy Director for HUMINT William Huntington.

There is also the time when the director of the attaché course asked if I would sit in on a briefing to MG Jack Leide, deputy director for attachés. After the director finished his briefing he turned to me and said, "Now David Viets will brief you on the other portions of the attaché training program." I took a deep breath and did my best to explain the foreign language, security assistance management, C-12 pilot and mechanic, and other types of training we provided to attachés and their spouses, as well as the attaché support personnel and their spouses. Leide liked the briefing, so I presented it again the next morning to the director of DIA, LTG Clapper. I must have done a good job, as I never heard otherwise.

What lessons did you learn throughout your career that you would pass on to others?

Do the best you can do at whatever you are doing, as you never know when what you are doing will suddenly be the one thing that is of the greatest interest to the agency as a whole.

What would you consider to be your greatest contribution to DIA?

I think one of my greatest contributions to DIA is arranging and scheduling driving and weapons training beyond what was included in the Joint Military Attaché School (JMAS). It was started as a result of a car-jacking incident involving an attaché and a colonel from the Directorate of Attachés and Operations. It was the basis for the weapons and driving training for the Defense HUMINT Service (DHS) personnel DIA sent to the former Yugoslavia in the late 1990s. As the need for intelligence information expanded, the Attaché Training Management Office scheduled and arranged training for the many hundreds of DHS personnel who were in Yugoslavia and other trouble spots.

The weapons and driving training became individual force protection training and included instruction on street crime, terrorist threats, hand-to-hand self-defense, kidnap avoidance and similar training. In 2005 a DIA-wide standard for individual force protection training was developed, and now all DIA personnel deploying or moving to a threatening environment receive the training.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The biggest change I have seen is the widespread use of desktop computers and the e-mail connectivity with the field. It enables you to adjust the training to meet real-world changes and challenges as they occur. When I started we used typewriters and a Xerox 860 Word Processor that was shared between the eight personnel assigned to attaché training and attaché personnel management.

Do you have any final words of wisdom you would like to share before you part from DIA?

Do the best job you can and get all the training you can on a wide variety of topics relating to your position, office, directorate and interests. As you learn more about the rest of DIA and the greater intelligence community, you will be able to do a better job and have more opportunities for advancement.

A higher form of communication.

InterCOMM

View the latest edition on the DIA Internal Communications Web page.

INNOVATIVE Recruitment Program
Benefiting Combatant Commands

By LTC Darrell "Wallie" Shaw, SOCOM J2

Returning to the University of Arkansas, the Special Operations Command (SOCOM) Intelligence Directorate (J2) recruiters recently conducted their second round of interviews with students enrolled in the university's Middle East Studies (MEST) Program. SOCOM J2 participates in the Directorate for Human Capital Office of Human Resources Recruitment Division's (HCH-4's) recruiting program, which includes summer and semester internships and co-operative partnerships.

"It is a fantastic program that allows combatant commands to leverage DIA's corporate hiring efficiencies and better synchronize with this aspect of the DIA enterprise philosophy," said Konrad Trautman, SOCOM director of intelligence.

Tricia Nellessen, one of six students interviewed and a Ph.D. candidate in the MEST Program, is finalizing her dissertation in cultural anthropology after completing several months of field studies in Yemen. The university's MEST Program was established in 1996 after Saudi King Fahd bequeathed the University of Arkansas with a $25 million donation to help establish the program. The MEST Program is highly regarded nationally and incorporates field study programs in North Africa, Levant, Turkey and the Mediterranean, and requires a minimum of 18 hours in Arabic training in addition to developing programs in Farsi, Hebrew and Turkish. New undergraduate programs target language training and cultural studies in Morocco, Tunisia, Egypt, Jordan and Turkey.

Photo submitted by SOCOM J2

Interviewers LTC Wallie Shaw, left, and Tom Breitsprecher, right, show their Razorback spirit with University of Arkansas student Tricia Nellessen.

SOCOM is also developing a co-op program with a university in the Tampa, Fla., area that targets other disciplines like engineering and science, but "...we have found few post-secondary Middle East study programs that equal MEST's level of excellence," said Trautman.

According to Trautman, DIA's recruiting program is an example of the innovative approach Scott Raye, chief of recruitment, and his team have established to support DIA's efforts to recruit the best and brightest, and fully capitalize on agency programs designed to help build the enterprise vision.

DIA Analyst to CONNECT with JAPAN as Mansfield Fellow

By Jennifer M. Redding, CP

Analyzing how Northeast Asian security issues affect Japanese and U.S. defense policies is the road that lies ahead for Janet Cho, Asia Pacific regional specialist, Directorate for Analysis (DI).

Cho was recently selected for the prestigious Mansfield Fellowship and is going through intensive training to learn Japanese, the policy-making process and how to create connections with Japanese counterparts, in preparation for immersion in the Japanese government.

Janet Cho, right, a member of the 14th group of Mansfield fellows, meets with the other recipients during a September orientation session.

Photo courtesy of the Mansfield Foundation

"Forging connections with our Japanese counterparts is particularly important since understanding each others' views and policies is necessary for continued cooperation," said Cho.

To Cho, this fellowship is "an opportunity to play a small part in enhancing the U.S.-Japan security alliance."

Each year a maximum of 10 qualified U.S. government officials are awarded the Mansfield Fellowship and are given the opportunity to spend a year working full-time in Japanese government offices, preceded by a year of full-time language and area studies training. Fellows are then required to serve two additional years in the federal government, where it is expected that they will continue their professional work on Japan issues.

"Janet Cho has demonstrated a strong career interest in Japan and a commitment to using the skills and contacts gained through the fellowship to advance her understanding of the security environment in Northeast Asia in service to the Department of Defense and the U.S. government," said L. Gordon Flake, executive director of The Maureen and Mike Mansfield Foundation, which administers the program with the Department of State, Bureau of Educational and Cultural Affairs, as grantor.

Established by Congress in 1994 and named after Mike Mansfield, former U.S. ambassador to Japan, Senate majority leader and congressman from Montana, the program is the first of its kind for both the U.S. and Japan. The fellowships build a core group of U.S. government officials who are valuable to their agencies on Japan issues.

To learn more about the foundation and associated fellowships, please visit *www.mansfieldfdn.org*.

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in June, July and August 2008

By the Office of Human Resources, HC

Civilian Retirements

- Leroy Bostick, DA
- Robert J. Brehl, DI
- Agnes Y. Ching, DS
- Cheong J. Chon, AE
- Samuel W. Crawford, DI
- Linda A. Cyr, CE
- Timothy L. Felker, DH
- John F. Foehner, DS
- Gloria A. Fuller, DA
- Joe R. Garcia, DH
- Richard W. Gault, CE
- Michael L. Hanson, DI
- Elizabeth Hennigan, DA
- James E. Howton, DH
- Richard O. Hughes, DH
- Teresa M. Jones, CE
- Raymond M. Kelly, DA
- Jean A. Knighten, DT
- Darlene S. Kuratsu, FE
- John C. Lee, FE
- Catherine S. Lively, DH
- Mark R. Perry, IE
- Patricia A. Pugh, DI
- Ronald D. Stites, DA
- Julia A. Terrell, DI
- Herbert A. Tripicco, DH
- Paul H. Valentino, J2
- David L. Viets, HC
- Brenda J. Wright, DI
- James F. Zellmer, DA

Employees Celebrating 40 Years Federal Service

- James D. Claxton, DA
- Peter S. Freed, DS
- David A. Hinman, DI
- Randy L. Huffer, DI
- Michael R. Lamb, DJ

Employees Celebrating 35 Years Federal Service

- Kenneth R. Barnes, DS
- Linda J. Bradley, DI
- Jennie R. Chandler, DI
- Geraldine Green, IG
- Mary A. Mazzei, DA
- Teresa A. Reed, DA
- Anthony F. Zimmermann, DI

Employees Celebrating 30 Years Federal Service

- Samuel Belson, DH
- William R. Chadwell, CE
- Frankie L. Donovant, IG
- Marsha L. Duncan, DA
- Kathleen S. Flavin, HC
- Katherine L. Froehling, FE
- Mark A. Handy, DI
- Helena A. Harwood, DS
- Wendy E. Hendley, DA
- Garland W. Hendricks, DI
- Steven R. Hunter, DI
- Michele S. McPheeters, DH
- William L. Miller, DI
- Carl J. Moser, DS
- Carl E. Mullins, DI
- William A. Parker, DI
- Gregory W. Reaves, DI
- Ray G. Roth, DJ
- Janelle S. Williams, MC
- Charles E. Womack, DS
- Benjamin L. Woodbury II, DI

Employees Celebrating 25 Years Federal Service

- Elizabeth A. Anderson, HC
- John R. Arpin, DI
- Sebastiao M. Avila, DA
- Charlene J. Baker, DA
- Albert Behari, DH
- Roy E. Boone Jr., DI
- William C. Buhrow, DI
- Robert T. Cardillo, DI
- Ernest R. Chambers, DA
- Harriette L. Clark, DA
- Joseph P. Convery, DT
- Kimberly R. Cook, DI
- Tammera C. Countryman, DT
- Margaret M. Culbert, DI
- Charlotte E. Edgerton, AE
- Lorrie A. Evans, DI
- Gayle L. Fairless, DI
- John W. Fisher III, HC
- Thomas J. Flamminio, DI
- Pamela J. Geraci, DI
- Geoffrey P. Gold, DI
- Barbara A. Gray, DH
- Edward J. Halo, DX
- James F. Harris, ES
- Mary J. Jones, DH
- Linda A. Kerrick, DI
- Bernardette U. Littlejohn, DA
- Diane M. Love, J2
- Olivia F. McClurkin, DI
- Charles D. McWilliams, DI
- Thomas E. Miller, DI
- William C. Mooney, DA
- Melanie Y. Moore, AE
- Billie J. Nuckols, DI
- Trevah A. Oliver, DI
- Brian E. Overington, DI
- Teresa M. Pearson, DI
- Kenneth W. Price, DI
- Kathleen M. Quinn, DS
- Debra A. Rose, DI
- Anita K. Schultz, DI
- Gregory L. Seward, DI
- Stephen R. Shea, DH
- Jacquelyne D. Skinner, HC
- Richard C. Snively, DJ
- Mary A. Sosnowich, DI
- Katrina M. Stephens, FE
- Jean H. Weaver, FE
- Adrian Wolfberg, CS
- Michael M. Wolyniec, DI

Employees Celebrating 20 Years Federal Service

- Victor K. Abraminko, DH
- Sandra-Carol Allen, DI
- James K. Ballmer, FE
- Lolita R. Bates-Myers, HC
- Allen S. Black, DA
- Jacqueline L. Bloczynski, HC
- Wendy R. Blush, DI
- James E. Buck, DI
- Timothy Carver, DI
- Mark A. Clark, DI
- Nell T. Dieterle, DI
- Tenise A. Drayton, J2
- Todd M. Esho, DH
- Emily E. Freeman, CS
- James N. Godwin, DI
- Renee L. Gray, DA
- Norval J. Hillmer Jr., DI
- Matthew W. Huchla, DA
- Takita Irving-Gray, DA
- Nichele R. Jiles, HC
- Richard J. Keefe, DA
- Maria L. Kersey, AE
- Teresa R. Knott, DA
- William S. Liptak, HC
- David C. McAuley, CE
- Deborah K. Mills, HC
- Elias G. Parker, DH
- Philip A. Powell, DI
- Phyllis Rowe, DH
- Suzanne P. Shafford, DI
- Charles L. Shoemaker, DI
- Yolanda E. Sowell, DS
- Thomas N. Stanesa III, DA
- Shelley L. Stegner, DI
- Laurie G. Streeter, DI
- Bonnie L. Tayman, HC

James R. Thibodeau, DA
Amy J. Thompson, HC
Brent C. Travers, DA
Benita R. Williams, IG
Tambra S. Williams, DS

Employees Celebrating 15 Years Federal Service

Bobby Aguila, DS
Carl E. Allard, DH
Robert L. Brown, DH
Robert A. Cradduck Jr., DI
Shawn A. Felty, DS
Kelly B. Ferrell, DA
James W. Gould, DS
Donita L. Harris, DH
Barbara J. Hockaday, DS
Sean R. Keaveney, DI
Que-Thanh Le, DH
Gina A. Marchi, DJ
Richard L. Miller, DA
Pamela A. Moore, FE
Takeo Nemoto, DH
Jacqueline Y. Smith, DS
Nicole V. Sponaugle, DI
James M. Sullivan, DI
David R. Tidmore, DA
Erin O. Tyler, HC
James T. Van Wyck, DH
Marcus S. Williams, J2
Matthew W. Williams, DH
Kathleen M. Winters, FE
Marvin W. Woodard Jr., DT

Employees Celebrating 10 Years Federal Service

Jared D. Allen, DH
Robert P. Anetz, HC
Melony C. Angelilli, CP
Jason H. Atkins, DI
Victoria D. Bebchick, DH
Terri A. Blackford, HC
William C. Bostian, DX
Bernard L. Bryant, DA
Bruce H. Burnette, DH
Donna A. Bush, DH
Damien K. Carrell, DI
Robert M. Clement, DI
James D. Clyburn, DH
Jose M. Couto, DA
Megan W. Davies, DH
David J. Davis, DH
Jennifer L. Davis, DI
John T. Dillaplain, DI
Antonio D. Dixon, DI
Aaron C. Dunham, DT
Honey H. Elias, DS
Patrick S. Fitzgerald, DS
Daniel R. Fox, DT
Horace Franklin III, DS
Larry R. Gibbs, DA
Greg R. Goin, DX
Paul E. Gonzales, FE
John P. Grimm, DH
Andrew G. Hamilton, DH
Patrick A. Hanchin, DH
Sunny L. Heller-Browne, EO
Aaron C. Hostetter, DI
Robert L. Hughes, DT
Jay M. Hutton, DH
Kimberly A. Kinney, DI
Raymond C. McAllister, DI
Agnes M. McCarthy, DI
John M. McInnis, DI
Russell L. McIntyre, DT
Timothy C. McNeil, CS
Wade R. Medina, DH
Antonio Mejia Jr., HC
Diana K. Mitchell, CE
George J. Morrison, DA
Charles A. Moss Jr., DA
Robert P. Nugent, HM
Joseph P. O'Malley, DT
Semone R. Ortiz, DX
Georgiana P. Parham, CP
Arnulfo Polanco Jr., DA
Patrick J. Prior, DI
Daniel J. Quinn, DA
Kevin D. Reynolds, DT
John D. Rich, DA
Erin M. B. Richter, DI
Dale A. Roudebush, DS
Marie L. Sanders, DI
Jonathan C. Scott, IA
Christopher M. Slate, DI
Sarah M. Spence, CP
Jack M. Spillman, DH
David W. Stine, DI
Bernice E. Stoker, DH
Lisa L. Stowe, DH
Jennifer H. Sylvestre, AE
Scott R. Tifft, DI
Lewis S. Wallace Jr., DI
Roiant White, DI
Roger J. Wortman Jr., DI

DIA Promotions to DISES

Michael J. Berry, DJ
Russell L. McIntyre, DT
Jeremy R. Sansbury, DS
Paul R. Schomber, DT

DIA Promotions to DISL

Luis F. Ayala, DA
Jeffrey A. Builta, DI
Charles T. Cutler, DI
Mark A. Handy, DI
Steven A. Hecker, IE
George J. Kuk, DI
David R. Lessard, DI
Andrew C. Roberts, DI

DIA Promotions to GG-15

Randy J. Armon, DH
Norma J. Ball, HC
Christopher C. Beck, DI
William P. Boerstling, DI
Allen D. Bozarth, DT
Robert D. Carpenter, DA
Tracie T. Gross, DI
Fred T. Harford, DH
Sharon Y. Harrington, DS
Stephen F. Lukacs, DT
Anita G. Lundry, DI
Malcolm J. MacCallum, DT
Amy L. Manclark, DH
Christopher E. Mann, FE
Michael J. McCabe, HM
Shelby K. McDaniel, HC
Sean P. McHugh, DI
Virginia C. Motter, DX
Debra M. Nicholson, ES
Rodney M. Ord, DX
David Pan, DI
Jeffrey A. Pehl, FE
Ron J. Pieper Jr., DA
Timothy H. Pipes, DS
Leonard N. Rivet, HC
Christian M. Saunders, DI
Kevin S. Schmidt, DI
Drew Stathis, DA
Mark E. Stille, DI
Rebecca L. Toler, DI
William F. West Jr., DI
Laura W. Yost, DI
Jeffery P. Zielecki, DS

DIA Promotions to GG-14

Michael G. Albertson, DI
Kristy C. Anderson, DH
Frankie V. Asencio, DI
Holli C. Baker, DA
Larry J. Barnes, DI
Sylvia E. Bear, DH
Christopher C. Becker, DI
Christopher T. Berry, DI
Richard H. Brown, DI
Victor D. Camp, DI
Robert M. Campbell Jr., CE
Brenda F. Chandler, FE
Emma M. Clark, DH
Logan K. Cox, DH
Michelle M. Crecca, AE
Diane R. Curtis, DX
Lori Derfler, HC
Kristen A. Deschermeier, DI
Norris Doukas, DH
Daniel R. Durham, HC
Harry D. Fender, DX
Christopher L. Folchi, DA
Crystal N. Ford, CS
Emily E. Freeman, CS
Jacob B. Gale, DX
Melvin Griffin, DI
William J. Groller, DI
Pedro J. Guzman, DI
Patrick A. Hanchin, DH
Matthew D. Hasty, DI
Joan Introne, DX
Leif E. Jacobson, DI
Charles L. Johnston, HC
Katherine Loraine Key, HC
Marek A. Koziarski, HM
Samuel J. Larson, CE
Amanda R. Maits, CS
Panteley T. Matanov, CE
Chester R. Maternick, DI
Edward T. McGowan, DT
Mary G. McKinzie, AE
Terry N. McKoy, CS
Stanli O. Montgomery, DI
Darryl L. Moorer, FE
Raymond T. Nash, DX
Dale J. Podoll, DS
Clarence L. Powell, HC
Michael J. Quinn, DI
David B. Reisinger, DA
Cynthia A. Santy, DI
Richard L. Schantz, DH
Richard C. Sheehan, DH
Tamara L. Slater, DX
Carlton A. Taite, DH
William P. Toole, DX
Kimberly A. Vain, DH
Paul J. Weide, DI
Linda J. Welsh, HC

DIA Promotions to GG-13

Scott A. Anderson, IG
Patricia A. Annunziata, DI
Christopher J. Ayala, DI
Kelly J. Baines, DA
Michael C. Blue, DI
Karin C. Brendsel, DS
Daniel S. Carrillo, DH
Andrew Case, DI
Andrew H. Clarke, DI
Michael H. Cole, DI
Wesley T. Collins, DS
Pamela A. Cowan, DI
Felicia D. Coward, FE
Megan W. Davies, DH
Brenda C. Day, DI
William R. Di Lorio, GC
Frank E. Dorrin III, DA
Mary E. Drake, DI
James M. Dumas, DI
Grady J. Edmundson, DA
Karla A. Eger, DI

Rita R. Ellison, DA
Bryon A. Evens, DH
Elba Y. Figueroa, FE
Bradford C. Fish, DA
Ashly S. Flint, FE
David G. Fry, DI
Sharon S. Garcia, DA
Leonard P. Gentile III, DI
Cassidy J. Ginivan, IG
Barry A. Goldblum, DI
Jeffrey W. Greene, DI
Loubna W. Haddad, DI
Kevin L. Huttenbach, DI
Siddharth M. Iyer, DI
Ellen E. Jackson, HC
Janese M. Jackson, HC
Michael Johnnides, DI
Phillip M. Jones, DI
Scott B. Kearny, DH
Lenzy D. Kelley, DX
JoAnn J. Kim, DI
Sean D. Kimball, DI
Rebecca M. Kinney, IG
Sungjae C. Lee, DI
Jonathan P. Levine, DI
Allison M. Long, DH
Bernadette L. Lott, FE
Robert D. Mahler, DH
John D. Matchison, DI
Douglas McGowan, DI
Robert V. Meehan, DA
Mictrena J. Mickel, DS
Trent A. Monterey, DH
Jessica L. Morgia, DI
Tricia L. Neal, DA
Keith E. Newman, DH
Joshua J. Norman, DA
Andrew R. Nowicki, DI
Darlene Oberdorfer, DH
Mark K. Partridge, DA
Geoffrey F. Peterson, DI
Phyllis Rowe, DH
Tariq A. Said, DH
Kenneth J. Salazar, DJ
Sean P. Seeley, DI
Darnetta L. Shannon, DA
Deron E. Simmons, IG
Daniel M. Sivecz, IG
Brandon K. Smallwood, DH
Nicola J. Soares, DH
Jeffrey A. Spence, IG
Sarah A. Staton, DI
Scott A. Stoolmiller, AE
Ann E. Talmadge, DI
Jevette L. Thomas, DI
Daniel J. Tobin, DI
Lavette M. Townsend, HC
Diane K. Trump, FE
Rebecca A. Valenzuela, DI
Cindy Vazquez, DI
Darlene E. Williams, DA

DIA Promotions to GG-12

Tim Adgent, DI
Hilbert A. Antwi-Meridius, DX
Luke T. Armerding, DI
Frank P. Bartos, DI
Alena M. Betchley, DI
Barbara J. Birk, FE
Terri A. Blackford, HC
Sean P. Brady, DI
Anna R. Brooks, DH
Regina J. Burgess, DI
Ann M. Busby, DI
Brandon L. Carlson, DS
Laura E. Chalmers, DI
Derek J. Child, DA
Tyler M. Cole, DI
Rebecca A. Coles, DH
Pamela B. Dahlhauser, DI
Kevin L. Dasani, DH
Eric S. Davis, J2
Michael P. de la Fuente, DI
Joshua J. Deaton, DI
Jack C. Dillon, DH
Jamie R. Douglas, DH
Tonya R. Doyle, DH
Jonna C. Ellis, CE
Heather M. Evans, DI
Wade K. Ewing, DI
Stephanie L. Fontaine, DI
Jordana C. Girten, DI
Ruben R. Glazer, DI
James E. Hall Jr., DA
Amanda R. Hampton, DH
Mark S. Heffernan, DH
Lolita R. Homer, J2
Rachel M. Houhoulis, DA
Claudia J. Hurly, DH
Lisa Ann M. Intelicato, DI
Stephen R. Jenkinson, DH
Francis E. Kelly IV, DI
James E. Kenealy, DI
Bronte R. Keyes, DA
Meghan M. Knake-Timko, DI
Shana R. Kurata, DI
Andrew P. Lais, DH
Jessica Larson, DI
Charles R. Lea, DI
Robert D. Levy, DI
Magdalene J. Leyva, DI
Sarah Lippitt, DI
Jennine Liu, DI
Ian L. Macurdy, DS
Devon J. Madison, DH
Richard S. Mallow, DI
Elizabeth M. Mannan, FE
Craig P. Marcus, DI
Vernell P. McClinton, FE
Tiffany N. McCoy, DI
Marcy E. McDonald, DI
Nancy P. Megas, FE
Matthew M. Mehfar, DI
Lily N. Mitchem, DH
Shavonne N. Moore, DA
Francis M. Mota, DH
Isabella M. Nelson, DH
Tonyia M. Nesmith, DH
Scott A. Norris, DI
Virginia A. O'Malley, DH
David A. Osborne, DJ
Richard D. Owoh, DA
Jennifer Oxley, DI
Shannon L. Paschel, DI
Katherine E. Petek, AE
Marilou Pierson, HC
Francis E. Pose, DH
Nikko M. Price, DJ
Erik R. Quam, DI
Wade L. Racine, DI
Jason Rivlin, DI
Maurice J. Robinson, DH
Ricardo Rodriguez, DI
Jacob E. Roland, DH
Robert A. Rosado, DI
Jodie D. Rosenbloom, DI
Catherine G. Russler, DI
Cynthia R. Samples, DI
Kristine A. Saunders, DI
Brittany A. Scott, DH
Jose A. Serranojuarbe, DS
Oubai M. Shahbandar, DI
James E. Shevlin, DJ
Brendan M. Staley, DI
Leah N. Stamp, DH
Benson J. Stclair, DH
Julia Stevens, DI
Brian M. Straight, DI
Rahdika Sud, DI
Charles Tankersley, DI
John A. Terry, DI
Shoshanah Tischler, DI
Cindee L. Wahle, DI
Hank A. Wales, DH
Dorothy C. Waltz, DH
Luke R. Warrenton, DH
Amanda K. Watson, DI
Stephen W. Weinman, DI
Adam G. Whiteley, DI
Heather D. Winkelmann, DI

DIA Promotions to GG-11

Donna M. Albert, FE
Valeria B. Armstrong, DA
Damon S. Ashburn, DH
Brandon M. Baumbach, DA
Emma Y. Beede, DA
Jack A. Belmont, DH
Felecia G. Berry, DT
Alena M. Betchley, DI
Reese L. Brookstone, DH
Mason D. Burke III, DH
Tristan A. Burrell, DH
Quinton G. Campbell, DS
Brandon L. Carlson, DS
Laura E. Chalmers, DI
Jeffrey Chen, J2
Donna J. Conti, DI
Adam C. Copp, FE
Christopher Culberson, DI
Robin J. Davidson, HC
Joyce I. Dyson, HC
Keith F. Dyson, DH
Rashal A. Edwards, FE
Johnnise C. Etheredge, FE
Diana R. Farris, DT
Dylan Fisher, DI
Riley C. Freelove, DI
Monte Frenkel, DI
Benson A. Gaige, DH
Alfredo Gonzalez, HC
Melissa L. Hill, HC
Kenneth A. Hughes, DH
David L. Hutchins, FE
Gardenia Hutchinson, CP
Nadeem Iqbal, J2
Leigh A. Johnson, DA
Kimberly Q. Jones, DI
Caleb Klein, FE
Patricia E. Lang, DH
Charlotte A. Litton, MC
April L. Maletz, DJ
Richard S. Mallow, DI
Sheila McCullough, DI
Kristina M. McGuire, DH
Javier A. Medina, DI
Lisa D. Miles, DJ
ZacLyn V. Miller, DI
Kristy M. Nottingham, DI
Austin C. O'Connor, DH
Allison J. Offterdinger, DI
Jennifer Oxley, DI
Myisha C. Pagan, DX
Victor J. Pena, DH
Robert Pole, DI
Taylor W. Quinn, DH
Jason C. Risdal, DI
Robert A. Rosado, DI
Jodie D. Rosenbloom, DI
Emily D. Schmidt, DH
Russell M. Seymore, DH
Gregory M. Shea, DI
Brendan M. Staley, DI
Andrea K. Staranowicz, FE
Katherine R. Walters, DI
Samuel A. Walters, DH
Derek T. Wardell, DH
Cameron A. Watkins, DI
Brenda Watkins-Younger, CS
Amanda K. Watson, DI

Bonita M. Watson, DA
Meredith M. Wilson, DI
Jasmine C. Witherspoon, DH
Gary P. Wolfe II, DI
Marcelle M. Yeager, DI
Peter B. Yemc, DI

DIA Promotions to GG-10

Michael W. Baca, DI
Thomas K. Baker, DI
Aaron Bethea, IE
Isaac Betts III, FE
Joseph L. Blankenburg, DI
Kevin R. Bradley, DH
Sharee T. Brent, DI
Charles A. Carithers, DI
David B. Clines, HC
Sean P. Conlen, DI
William M. Conners, DH
Malinda R. Currin, HC
Jill Curtis, J2
Melanie S. D'Angelo, DI
Randal L. Daugherty, DS
Estelle W. Donaldson, DA
Jason L. Ellis, DI
Ethan A. Fallon, DH
Tammy B. Farrenkopf, DI
Annette S. Fisher, DI
Gregory S. Floyd, DH
Suzette M. Giroux, HC
Emily R. Giustini, DI
Juanita L. Hairston, DS
John W. Havens III, DI
Thomas W. Howard, DI
Myrna R. Hyatt, DA
Tabitha D. Jett, DA
Ryan A. Koscianski, DI
Xochitl M. Lara-Thell, IE
Melissa A. Latham, DI
Randell H. Laughlin, DI
Claude L. Martin, DH
Nicola T. Mason, DI
Valerie A. Mason, DH
Jesse J. Neckers, DI
Matthew W. Parin, DI
Rachel V. Patton, DI
Brady E. Pike, DI
Naomi E. Pike, HC
Bertha L. Proctor, FE
Adam J. Radin, DI
Trent D. Stokes, DH
Leisa M. Swindle, DI
Chasen Thoennes, DI
Patricia L. Walters, DI
Evelyn J. West, HC
Barbara J. Willis, DX
Danielle M. Winston, DI
Christopher J. Wright, DI
Stephen M. Yoskowitz, DI

DIA Promotions to GG-09

David L. Allen, DT
Sherita R. Banks, HC
Jane M. Bonam, DI
Jennifer A. Carlson, FE
Elena K. Charnetzki, MC
Griffin P. Daniels, DH
Jessica A. Eidson, DI
Michael A. Faino, MC
Diana W. Flowers, DH
Eurlyne S. Francis, DI
Andrew Gafford, DI
Megan E. Gooch, FE
Stephanie L. Gray, DI
Erica Hafer, DI
James E. Janis, DI
Jennifer L. Johnson, DJ
Katherine L. Krupsky, FE
Teresa G. Morgan, DA
Roberta A. Parker, DI
Christopher R. Quante, FE
Pamela W. Reece, DI
Cristina N. Rodriguez-Cortes, DI
Monica C. Schroeder, DI
Anna M. Siegert, DI
Kevin A. Stoneking, FE
Brittney Y. Vinson, DS

DIA Promotions to GG-08

Brian R. Anderson, DI
Varreece Berry III, DI
Robert J. Calden, DI
Samuel J. Carson, DI
Jason K. Duke, DI
Ethel Griffin, DS
Eric M. Jonak, DI
Thomas E. Jones Jr., DA
Yvette S. Marsh, DA
Yulondia C. Pettigrew, DS
Phillip D. Riese, DI
Matthew P. Robertson, DI
Joseph F. Sahid, MC
Luke A. Schlichter, DI
Israel Seda Sanchez, EO
Michelle S. Sinnott, CP
Stephen P. Smiley, DI

DIA Promotions to GG-07

Caitlyn M. Chione, HC
Megan L. Quinn, DS

DIA Promotions to GG-06

Christina G. Bucton, HC
Kyle Chapman, HC
Darby L. D'Orazio, HC
Amanda J. Harrison, HC
Liza M. Sabine-Mathosian, DT
Dana N. Shifflett, HC
Joel D. Todoroff, HC

Army Promotions

LTC James M. Wolak, DA
MAJ Terry Anderson, DH
MAJ William Armstrong, DH
MAJ Brian Carroll, DH
MAJ Douglas Faherty, DH
MAJ Michael J. Ghazaleh, DS
MAJ Guy M. Kapustka, DI
MAJ Gregory Joachim, DH
MAJ Lawrence Smith, DH
CW3 David E. Roberts, DI
CW2 John E. Dedman, DS
SSG Monica Barber, HC
SSG Benjamin K. Bowman, DH
SSG Theawanda L. Daniel, DI
SSG Katherine L. Liggett, DS
SSG Loretta Littau, DH
SSG Matthew J. McCrossen, DI
SSG Eliana Nanclares, DH
SSG Brent J. Saunders, DH
SSG Gary D. Wells, DS
SGT Christopher D. Greene, DH
SGT Kimberly N. Quisenberry, DA
SGT Cristin A. Rathkopf, DH
SGT Daniel Vong, DH
SPC Kwamina O. Fox, DS

Air Force Promotions

Col Michael E. Madison, DH
Col Andrew Slawson, J2
Col Cristina M. Stone, J2
Lt Col Elven Duvall, HC
Lt Col Oscar Espinoza, CE
Lt Col Erick Jordan, DH
Lt Col Michael McClung, J2
Lt Col Aldon Purdham, DT
Lt Col John Webster, J2
Maj Jon Harrington, DH
Maj William Parker, DI
CMSgt Franklin Harman, DH
SMSgt Heinz Kiefer, DH
SMSgt Bradley Spilinek, HC
MSgt Hector Rodriguez, DH
TSgt Chad Chapman, HC
TSgt Aki Summers, DH
TSgt Gilden Thomas, DH
SSgt Adam N. Bufkin, DH
SSgt Tiegess Jones, DI
SSgt Jason Spegal, DI
SSgt Richard B. Watkins, DI
SrA Joseph Eckman, DI

Navy Promotions

LCDR Gene G. Severtson, DJ
LT Matthew D. Myers, DH
LT Drew J. Whitting, J2
LT Paul J. Wood, DS

on the HORIZON

events for DECEMBER 2008 & JANUARY 2009

December

Dec. 5 Dancing with the DIA Stars, 10 to 11 a.m., Tighe Auditorium

Dec. 5 Holiday Mixer, 6 to 9 p.m., DIAC Expansion Lobby

Dec. 7 67th Anniversary of Pearl Harbor

Dec. 8 Open season ends for the Federal Employees Health Benefit, Dental and Vision Insurance programs and Federal Flexible Spending Accounts

Dec.10 DX/DEO's Karaoke Stars, 2 to 4 p.m., Tighe Auditorium

Dec. 11 Communications Board Meeting, 11:30 a.m., DIAC Room N630

Dec. 11 DI/DX's Media Sale, 6 a.m. to 2 p.m., multiple locations

SMALLWORLD

Dec. 12 DIA Annual Holiday Party, 9 am to noon, DIAC

Dec. 15 CFC ends

Dec. 17 Director's 38th Annual Awards Ceremony, 2 p.m., Tighe Auditorium

Dec. 22 Hanukkah

Dec. 25 Christmas (observed)

Dec. 26 Kwanzaa

January

Jan. 1 New Year's Day (observed)

Jan. 8 Communications Board Meeting, noon, Pentagon Room 1B854

Jan. 8 Crystal Park Beverage Social, 11 a.m. to 1 p.m.

Jan. 13 Fair Oaks Beverage Social, 11 a.m. to 1 p.m., 4th floor large conference room

Jan. 15 DIAC Beverage Social, 11 a.m. to 1 p.m.

Jan. 19 Martin Luther King Day (observed)

Jan. 20 Inauguration Day (observed for those in the NCR)

Jan. 22 CWF Council Meeting, 9 a.m., DIAC

Jan. 22 Crossing Boundaries, noon to 1 p.m., Tighe Auditorium

Jan. 29 DLOC Beverage Social, 11 a.m. to 1 p.m.

Jan. 30 Pre-Super Bowl Party, 11 a.m. to 1 p.m., DIAC

For further information or updates concerning these events, please refer to the Internal Communications Web site.

Say goodbye to ProcessIT!

eTask is coming

Stay tuned to the InterComm each week for the latest on eTask.

CITY HALL
POLICE
DINER
RIALTO
SMALLWORLD
CFC
MAYOR

Help DIA reach its goal of $912,000

You have the keys to this city. Support CFC!

SMALLWORLD DIA - The Global Village with a Big Heart